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National Office Training & Development Guide

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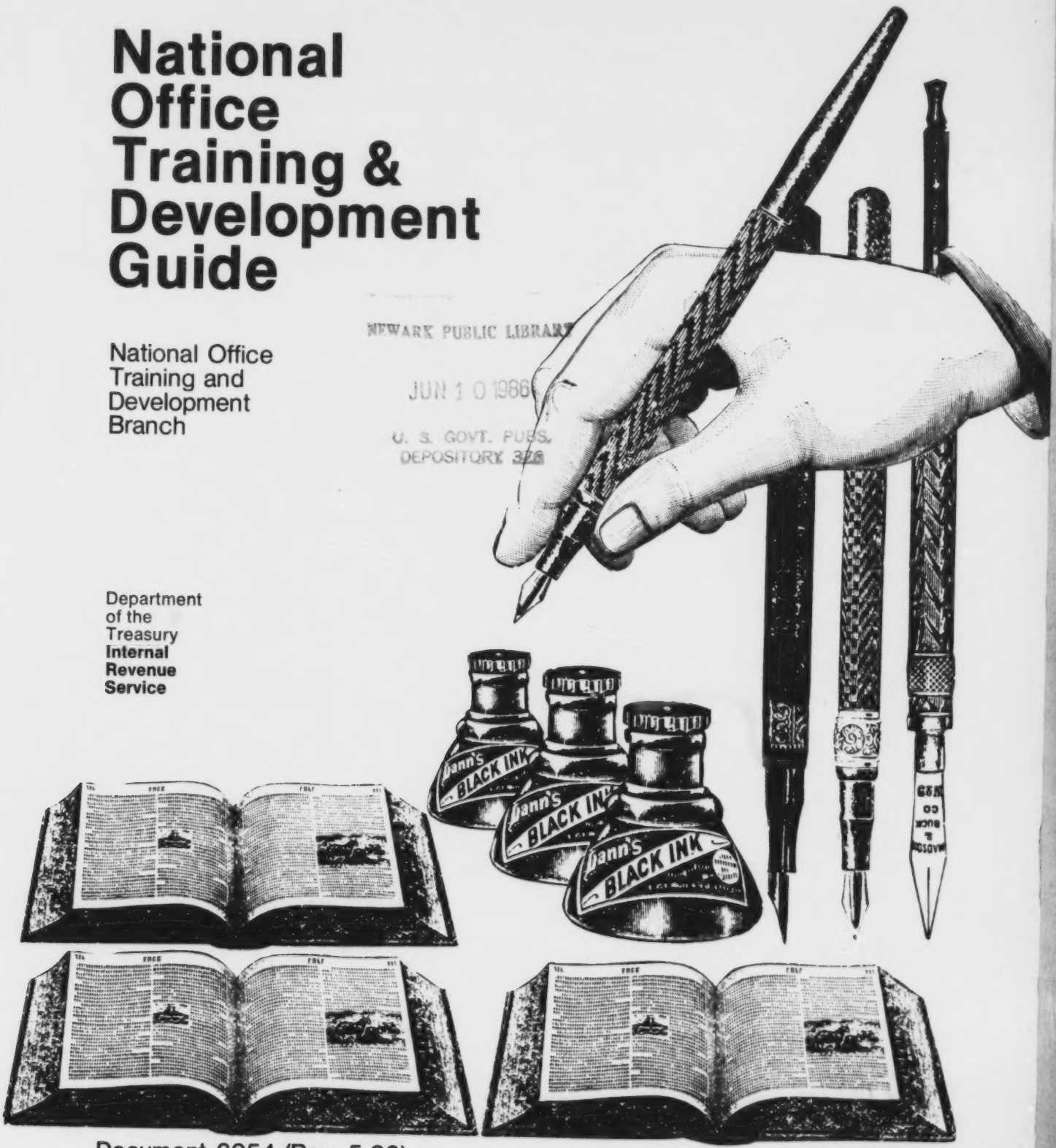

Document 6054 (Rev. 5-86)

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INTRODUCTION

Determining Training Needs

The key person who determines training needs is the supervisor of the individual requiring the training. The training need itself is one that is directly related to the current job of the individual--the necessary skills, knowledge and abilities required to perform the work of that job. The supervisor is most aware of current and projected operational requirements and is most knowledgeable of the standards to be met in performing a job satisfactorily. The supervisor can also assess these requirements in terms of his/her subordinates' present abilities and make decisions regarding what additional training may be required for these subordinates and the priorities for training. These priorities are set by assessing workload and organizational requirements and the needs of each subordinate.

The process of determining training requirements is ongoing, but becomes more formalized when:

- reviewing new workload requirements and planning and assigning work,
- reviewing work accomplishments in terms of formal and informal work reviews,
- conducting counseling sessions and performance evaluations,
- and preparing the annual training plan and updating it periodically.

Once a training need has been identified, if the supervisor has any questions about how that need can be met, the training liaison officer from the National Office Human Resources Branch (NOHRB) assigned to that supervisor's organizational function should be contacted. Issues that can be discussed include:

- Is the training available in-house on a timely basis?
- If training is not available in-house, what other alternatives are there?
- What is the training priority?
- What timeframe is involved?
- What budget considerations, if any, are involved?

Careful and thoughtful identification of needs is very important for the preparation of the Annual Training Plan. Realistic planning will help to insure that priority training needs can be met and funded and that the work of NOHRB will be concentrated toward meeting those priority requirements. Should organizational training needs change, NOHRB should be contacted immediately in order that the branch can work closely with the function to reprioritize requirements and plan to meet new or adjusted requirements.

How to Use the National Office Training and Development Guide

The National Office Training and Development Guide will serve as a useful reference for National Office managers and employees when determining and planning individual training requirements.

This guide consists of seven sections. Sections 1-4 describe all of the training programs, both classroom and self-study, that are currently available to National Office employees through the National Office Human Resources Branch. Once a training need has been identified, the manager or employee should examine Sections 1-4 to determine whether there is an in-house training program that would meet that need.

Some functional areas already have specialized training programs to meet the needs of their National Office employees. Section 1 lists the functional training programs available in the National Office.

Section 2 lists Cross-functional training courses. These generalized courses are available to eligible employees in all functional areas of the National Office. Cross-functional courses are conducted as needed. An announcement will be sent to each functional training coordinator when a course is scheduled.

Interregional training, Section 3, lists specialized training courses available to eligible employees in all functional areas of the National Office. Because these courses are geared to small populations, the National Office and the seven IRS Regional Offices "pool" their training requirements for these courses to ensure timeliness of training and efficient use of training facilities and materials.

Section 4 introduces the Career Development Center and provides a listing of self-study courses currently available to National Office employees.

If there is not an appropriate in-house program to meet the employee's need, Section 5 provides information about Out-Service training procedures.

Section 6 lists films, slide/tape presentations and videocassettes that are available through the National Office Training Facility to support training classes conducted in the National Office.

We hope this guide will be of use to all National Office employees. Our staff is available to answer any questions or to provide additional information on National Office training programs.

Developing the Annual Training Plan

During the third quarter of each fiscal year the National Office Human Resources Branch asks the Office of the Commissioner and the Assistant Commissioners (A/Cs) to prepare their training plans for the upcoming fiscal year. Managers in each area will review and summarize as accurately as possible the training needs of their employees for the coming year. Based on this review, managers will prepare their training plans. Functional liaison officers from NOHRB will work closely with management in planning and developing functional training plans.

Managers should submit their training plans to their respective Divisions for consolidation. Plans for all National Office Divisions will be submitted through their A/C or the Office of Commissioner to NOHRB. NOHRB will consolidate these plans and prepare the Estimated Program Training Plan for the National Office. This consolidated plan lists, by quarter, the number of trainees, intructors and funding required for each training program.

The Estimated Program Training Plan is then submitted to Training and Development Division. Training and Development Division returns the approved plan to NOHRB along with funding benchmarks.

NOHRB will notify each function of its approved plan. NOHRB monitors and adjusts the approved plan throughout the fiscal year to meet changing training requirements as identified by the functions. Throughout the year, NOHRB will work with managers to reevaluate their training needs and will adjust training plans accordingly.

FUNCTIONAL TRAINING

This section lists the functional training programs available in the National Office. Other specialized functional courses for particular occupations are listed in the section on Interregional courses.

A/C (EMPLOYEE PLANS AND EXEMPT ORGANIZATIONS)

Three training programs are conducted on a regular basis for A/C (EP/EO): Legal Writing, Orientation and Research and Conference Techniques. These programs are also conducted for Chief Counsel and they are listed in the Chief Counsel Section of this catalog.

National Office EP/EO is also a major user of Interregional courses. Special courses for National Office EP/EO employees are developed to meet specific needs as they are required. In addition, individual training needs may be met by attendance at appropriate courses listed in other sections of this catalog.

A/C COMPUTER SERVICES

COMPUTER CONCEPTS (4 days classroom)

Description/Objectives:	This course introduces the student to the functions and capabilities of digital computers and their use in the IRS problem-solving process. The student learns a new terminology and number system, such as binary, octal or hexadecimal. The student also performs structured flow-charting exercises in beginning logical solutions. Students learn how data is recorded and represented in a data processing system, and are exposed to computer hardware functions and input/output device characteristics. File processing, program languages and program aids are briefly discussed.
Eligibility:	Recruited Computer Specialists. Course available to other functions on a space available basis.
Prerequisites:	Selection to the National Office Computer Programmer/Analyst Program.
Frequency:	Semi-annually.

DATA BASE CONCEPTS (1-1/2 days classroom)

Description/Objectives:	This course is designed as an introduction to data base concepts. Subject areas covered include: Data management concepts DBMS components Hierarchical data base structure Physical data structure and primary storage methods Access methods Data integration and independence Schema Privacy controls Data integrity and recovery
Eligibility:	Programmer/analysts who will be using UNIVAC's DML 1100 (Data Management Language) or others who need an understanding of data base concepts.
Prerequisites:	Programming or analyst experience.

BASIC COMPUTER PROGRAMMER/ANALYST - IBM 370 (35 days classroom)

Description/Objectives:

At the end of this course the student will have a working knowledge of IBM's Assembler Language. Content of course includes:

--Introduction: This module initially introduces the student to the structure of IBM 370. System features such as channels, interrupts and general purpose registers are presented, as well as instruction and data formats and various types of arithmetic operations. The hexadecimal and binary numbering systems are stressed.

--Assembler Language Coding: The Assembler Language system, the assembly process, use of the coding sheet and defining storage and constraints are covered. The standard instructions set and the decimal instructions set are presented, studied and reviewed through exercises. Coverage of programming techniques such as loop design, conditional branching, editing and logical instructions. Hands-on programming experience is provided through projects which involve analyzing requirements and documentation, coding, and testing programs.

Eligibility:

Recruited Computer Programmer/Analyst. Course also available to other functions on a space available basis.

Prerequisites:

Computer Concepts.

Frequency:

Semi-annually.

BASIC COMPUTER PROGRAMMER/ANALYST - STRUCTURED COBOL (35 days classroom)

Description/Objectives:	Course begins with computer concepts introducing students to digital computers. Then the course covers fundamental ANSI COBOL language features such as, expressions, verbs, statements, and program structure, subroutine and subprogram linkages. Also included are I/O statements and functions, data array and string manipulation. At the end of this course, the student will be able to write structured code in ANSI COBOL language and debug programs using structured techniques, such as, Nassi-Shneiderman control structures, top-down and incremental testing, and structured walkthroughs. Examples, exercises, and a substantial case study are used to give the beginning student hands-on experience. The student will also become familiar with the use of the IRS Programming Standards manual, the Functional Specifications Package, and Structure Charts.
Eligibility:	Recruited Computer Programmer/Analyst. Course also available to other functions on a space available basis.
Prerequisite:	Selection to the National Office Computer Programmer/Analyst Program.
Frequency:	Semi-annually.

STRUCTURED ANALYSIS (5 days classroom)

Description/Objectives:	After this course the student will be able to apply a collection of graphical tools that help the analyst document the functional specifications of a system. Introduces the student to the fundamental tools of structured analysis such as data flow diagrams, data dictionary, data structure diagrams, structured English and decision tables. Modeling is also discussed.
Eligibility:	Experienced Computer Programmer/Analyst. Course also available to other functions on a space available basis.
Prerequisites:	Work experience as a systems analyst, programmer or designer.
Frequency:	As needed by Computer Services.

STRUCTURED DESIGN (5 days classroom)

Description/Objectives:	After this course the student will be able to apply a collection of strategies and guidelines that aid the system designer in mapping the flow of data modules between functions of a system. This course consists of document techniques such as structure charts and data flow diagrams. It also consists of evolution criteria which aid the designer to distinguish between good designs and bad designs. The analysis-design bridge and the design-programming bridge concepts are introduced. Examples, exercises and a substantial case study are used to give students hands-on experience using the techniques.
Eligibility:	Experienced Computer Programmer/Analyst. Course also available to other functions on a space available basis.
Prerequisites:	Work experience as a systems analyst, programmer or designer.
Frequency:	As needed by Computer Services.

STRUCTURED PROGRAMMING/COBOL WORKSHOP (19 days classroom)

Description/Objectives:	After this course the Computer Programmer/Analyst will be able to write structured code in ANSI COBOL language, debug programs using structured techniques and demonstrate an ability to participate in walkthroughs. This course consists of fundamental ANSI COBOL language features such as expressions, verbs, statements, program structure, subroutine and subprogram linkages. Also included are I/O statements and functions, data array and string manipulation and job control language characteristics. Structured programming techniques such as Nassi-Schneiderman Control structures, top-down and incremental testing, and structured walkthroughs are supported. Examples, exercises and a substantial case study are used to give students hands-on experience using COBOL programming skills and structured techniques.
Eligibility:	Experienced Computer Programmer. (NOTE: This class is not for beginning programmers.) Course also available to other functions on a space available basis.
Prerequisites:	Computer Concepts, Structured Analysis, and Structured Design courses. Experience in another language is necessary.
Frequency:	As needed by Computer Services.

TESTING TECHNIQUES (1 day classroom)

Description/Objectives:	Upon completion of this course the Computer Programmer/Analyst will be able to develop a test plan that will enable the tester to predict and observe each function being tested. Course covers the development of a test plan, the preparation of test data and the various testing methods. It also deals with documentation, SAT problem definitions. A final exercise invites the student to use the testing techniques outlined in the course.
Eligibility:	Available to Computer Programmers/Analysts.
Prerequisites:	Minimum 6 months' work experience as Computer Programmer.
Frequency:	As needed.

BASIC UNIVAC TRAINING (10 days classroom)

Description/Objectives:	This course introduces the student to the UNIVAC 1100/80 system and provides a working knowledge of the Executive Control Language. The student is presented with an overview of the hardware components of the UNIVAC 1100 computer, with emphasis placed on the IRS configuration. Students learn the fundamentals of using the system in both batch and demand modes. Students will have the opportunity to use the terminals for practical exercises during class time.
Eligibility:	A/C Computer Services employees are given priority. Course available to other functions on a space available basis when justified.
Prerequisites:	Basic Computer Programmer/Analyst COBOL class.
Frequency:	6-8 times per year.

UNIVAC 1100/80 COBOL (5 days classroom)

Description/Objectives: This course provides the student with a working knowledge of COBOL for the UNIVAC 1100/80 system. A prior knowledge of COBOL is required because this is an advanced, applied COBOL course specifically for users of the UNIVAC. Students will have the opportunity to practice their knowledge on the UNIVAC terminals through class exercises.

Eligibility: A/C Computer Services employees are given priority. Course available to other functions on a space available basis when justified.

Prerequisites: Basic UNIVAC Training and Introductory COBOL or COBOL experience.

Frequency: Six times per year.

UNIVAC DMS 1100 DML PROGRAMMING (8 days classroom)

Description/Objective: This course concentrates on the concepts and functions of manipulating a data base through the use of DMS-1100. The student will develop a working knowledge of the Data Manipulation Language (DML) with hands-on exercises using an on-line data base. Course topics include:

DMS-1100 System Components
Logical Data Structures
DML Command Set
Currency
Automatic/Manual Sets
Error Handling and Recovery
Debugging Techniques

Eligibility: Experienced UNIVAC COBOL programmers who will be writing data base programs.

Prerequisites: Data Base Concepts Course.

STRUCTURED TESTING TECHNIQUES (2 days classroom)

Description/Objective:	This course covers concepts and techniques of testing programs in a structured environment (at IRS, on the UNIVAC 1100/80). The student will learn how testing fits into overall structured program development. Through exercises, students will learn to use documentation and to develop a test plan.
Eligibility:	Available to Computer Programmers/Analysts.
Prerequisites:	6 months' work experience as a Computer Programmer.
Frequency:	As needed.

MASTER FILE CONCEPTS (2 days classroom)

Description/Objective:	This course presents an overview of ADP in IRS, with primary emphasis on Individual and Business Master File processing at NCC. The functions of specific programs and program groups will be discussed, including: Multi-level activation Posting and analysis Merge processing Output processing Master File record formats will be covered, including explanation of record subsections. Compatibility testing techniques and research tools for the Master Files will be presented.
Eligibility:	Programmer Analysts.
Prerequisites:	At least one year programming experience in Computer Services.

SAS BASICS (4 days classroom)

Description/Objective:	This course covers basic concepts for programming in SAS (Statistical Analysis System), a statistical report-writing software package for the IBM 370. Course topics include fill design and access, and program commands and techniques.
Eligibility:	Experienced programmers. Course also available to other functions on a space available basis.
Prerequisites:	None.
Frequency:	2-3 times per year.

ANALYST TECHNIQUES (5 days classroom)

Description/Objective: This course presents the basic information needed by program analysts in Computer Services. The subject areas covered include:

RAP's and responses to RDS's
Data Service Planning Forms/PACII & Status Reports
ADP Systems Change Requests, Issue Decisions, SAT 5534's, Employee Suggestions, PE's, IRM's and ADP Handbooks
Disclosure and Freedom of Information Guidelines

Eligibility: Employees who will be assuming analyst responsibilities.

Prerequisites: None.

Frequency: As needed.

PRP DEVELOPMENT (5 days classroom)

Description/Objective: This course presents the analysis, design and preparation steps for PRP's in a classroom workshop situation. Course subject areas include:

Role of An Analyst
Software Development Life Cycle
Forms for Initiating Computer Services Requests
PRP Forms and References
Process Criteria
PRP Transmittals
Coordinations
SAT 5534's

Eligibility: Analyst in a nonstructured environment.

Prerequisites: Analyst Techniques is recommended.

Frequency: As needed.

INTRODUCTION TO ADP PROCUREMENT (5 days classroom)

Description/Objective:	This course was developed specifically for ADP procurement within the IRS. It examines OMB, GSA, Treasury and IRS procurement regulations and directives and the basic fundamentals of Government contracting. Benchmarking, software conversion, the teleprocessing services program, small purchases procedures and GSA ADP Schedule Contracts will be covered and discussed in length.
Eligibility:	Systems analysts, equipment specialists and procurement individuals who deal with the ADP procurement rules and regulations.
Prerequisites:	None.
Frequency:	Twice a year.

ADP PROCUREMENT OVERVIEW (3 days classroom)

Description/Objective:	This is a shortened version of the 5-day Introduction to ADP Procurement Course to which Federal Acquisition Regulations Training has been included.
Eligibility:	Systems analysts, equipment specialists and procurement individuals who deal with the ADP procurement rules and regulations.
Prerequisites:	Attendees must have a working knowledge of procurement operations.
Frequency:	Quarterly.

INTRODUCTION TO ADP PROJECT MANAGEMENT (3 days classroom)

Description/Objective:	This course will introduce tried and proven techniques that will aid the project manager in the development, design, implementation and control of ADP projects.
Eligibility:	Analysts, equipment specialists, project managers and others included in the managing and monitoring of ADP projects will benefit from this course.
Prerequisites:	None.
Frequency:	Twice a year.

INTRODUCTION TO DATA COMMUNICATIONS (4 days classroom)

Description/Objective:	This vendor-provided course will examine data communications concepts and terminology. Hardware and software used in the fast growing field of Data Communications will be stressed. Line sharing techniques, signal conversion devices, transmission techniques and codes, network architecture and design, Local Area Networks (LANs), and Value Added Networks will be covered. The pros and cons of each will be examined. Future trends will be discussed in light of the trend toward deregulation.
Eligibility:	Data Communications Specialists, analysts and programmers who must deal with data communications features in current or future systems.
Prerequisites:	None.
Frequency:	Quarterly.

INTRODUCTION TO DATA BASE CONCEPTS AND DESIGN (5 days classroom)

Description/Objective:	This course will examine data as an important resource and outline the Data Base environment as a whole. Data Base Management System (DBMS) concepts and structure will be covered. The pros and cons of each structure will be explained.
Eligibility:	Systems analysts, programmers, data base designers and individuals examining and determining Data Base Standards will be aided by this class.
Prerequisites:	None.
Frequency:	Twice a year.

INTRODUCTION TO DATA PROCESSING (5 days classroom)

Description/Objective:	This course is intended to provide non-ADP individuals an introduction to Data Processing terminology, concepts and techniques. The goal will not be to make someone a seasoned programmer or analyst, but to provide exposure to the wide world of Data Processing - to provide "computer literacy." The Shelly & Cashman book, "Introduction to Computers and Data Processing," will be provided to each student.
Eligibility:	CADE or entry-level ADP personnel. Non-ADP personnel who need to understand the role of computers in business; to career men and women who want to work more effectively with data processing specialists; summer or student hires.
Prerequisites:	None.
Frequency:	Quarterly.

DATA BASE MANAGEMENT SYSTEMS SEMINAR (5 days classroom)

Description/Objective:	This course will cover basic concepts and theory of Data Base design and analysis. Special emphasis will be made to cover Data Base Management Systems (DBMS) that have been developed for the microcomputer and minicomputer environments.
Eligibility:	Systems analysts, managers and users of mini/micro computers who will be examining the DBMS marketplace or who plan to implement a system using DBMS.
Prerequisites:	None.
Frequency:	As needed.

DATA COMMUNICATIONS OVERVIEW (1/2 day classroom)

Description/Objective:	This course was developed specifically for field managers, computer specialists and technical personnel as an overview in the areas of data communications concepts and terminology. Also stressed will be the hardware used (e.g., terminals, modems, etc.), line sharing devices and signal conversation devices. Concepts of transmission techniques and codes, network architecture and design, value added networks and Local Area Networks (LANs) will be discussed briefly.
Eligibility:	Field managers, computer specialists and technical personnel requiring knowledge of data communications.
Prerequisites:	None.
Frequency:	As needed.

DATA COMMUNICATION FOR MICROCOMPUTERS (2 days classroom)

Description/Objective:	This course provides an overview of the structure of the microcomputer and the various data communications components used to interface with micros and micros with mainframes. Local Area Networks (LANs), modems, multiplexors, lines protocol, etc., are examined.
Eligibility:	Systems analysts, managers and users of mini/micro computers.
Prerequisites:	None.
Frequency:	Twice a year.

MICROCOMPUTERS: GUIDE TO SELECTION AND APPLICATIONS (3 days)

Description/Objective:	An overview of the characteristics of microcomputers, what features they have, what features you might need and what to look for when you choose a microcomputer to run a certain application. Terms, concepts, techniques, capabilities, pros and cons are covered in detail.
Eligibility:	Analysts, managers, and others looking towards a microcomputer as a solution to an office automation problem.
Prerequisites:	None.
Frequency:	Twice a year.

ASSISTANT COMMISSIONER (INSPECTION)

This section describes the functional (technical and specialized) training available for employees under the Assistant Commissioner (Inspection). Most of these employees are in two Divisions--the Internal Audit Division (professional series, Internal Auditor) and the Internal Security Division (professional series, Criminal Investigator and General Investigator; paraprofessional series, Internal Security Assistant and Investigative Aide). There are also small professional staffs in the Office of the Assistant Commissioner and in the offices of the seven Regional Inspectors.

It is important to note that Inspection is a centralized function. All Inspection activities in the field are responsible directly, through the Regional Inspectors, to the Assistant Commissioner (Inspection) in the Office of the Commissioner, National Office. This is an exception to the normal IRS National Office-Field structure and relationships.

The general (i.e., nonfunctional) training needs of Inspection personnel are met through other courses described in this catalog. Similarly, certain general and routine types of training that are available in the field should be provided locally for Inspection personnel. Examples of such training are Basic Instructor Training and Briefing Techniques. This will improve the timeliness of training, and will be more efficient and more cost-effective. It will also provide other benefits as a result of increased and improved communication between Inspection employees and other IRS employees.

The needs of Inspection personnel for training in other IRS functional areas are met by their (1) participating in other functional courses; (2) using appropriate functional publications or training material for self-study or reference; (3) designing and conducting special training courses, with the cooperation of--and sometimes instructor assistance from--other IRS functions. Some of these needs can be met through cooperative efforts and arrangements between Inspection and Training at the local level. However, if training funds are required, this must be coordinated through the Assistant Commissioner (Inspection) with the National Office Human Resources Branch.

Inspection's own functional training is, as a rule, centralized; and is controlled, scheduled, coordinated and supervised by the National Office. This is done to insure (1) cost-effective training; (2) career training continuity; (3) complete, uniform and up-to-date subject matter coverage; and (4) high quality standards for the training.

Strictly speaking, the courses described here are not "open" to non-Inspection employees. They constitute a career development program, including certain optional or specialized subjects. Inspection employees requiring particular courses are routinely scheduled to participate at appropriate points in their careers.

Because of the highly specialized nature of the subject matter in the training courses designed for Inspection personnel, they are not, as a rule, available to employees outside Inspection. If any of the courses described here appear to have value for an employee of another function, the Inspection Liaison Employee Development Specialist in the National Office Human Resources Branch should be contacted to discuss the matter. Requests for copies of Inspection (Internal Security) training material from outside the service or from service personnel other than Inspection are to be referred to the Director, Internal Security Division.

Internal Audit Functional Management Practices Course (5 days classroom)

Description/Objective: The Internal Audit Management Practices Course is a 5-day course for all supervisory and management-level auditors. The course was developed to provide managers with information on management skills and administrative matters needed to maintain required levels of performance. Emphasis on the experiences of the auditors attending the course is used to highlight successful management techniques. The areas of management covered in the course include:

1. Audit Management
2. Program Management
3. Employee Motivation
4. Counseling
5. Evaluations
6. Equal Employment Opportunity

Eligibility: Internal Audit first-line supervisors.

Prerequisites: Management Practices Course.

Certification Requirements: Successful completion.

Frequency: As needed.

Internal Security Functional Supervisory Practices School (40 hours classroom)

Description/Objective: The trainee will be able to apply sound management supervisory principles to the supervisor's job in the functional operating environment. Work planning, assignment and control and performance evaluation in the Internal Security work group are among the topics covered.

Eligibility: Internal Security Group Supervisors.

Prerequisites: Management Practices Course.

Certification Requirements: Successful completion.

Frequency: As needed.

Internal Audit Software Workshop (10 to 15 days classroom)

Description/Objective: Specialized training for IRS Internal Auditors. Includes the use of preprogrammed computer software packages as a part of ADP system internal audits.

Eligibility: Incumbent IRS Internal Auditors assigned work requiring this knowledge and skill.

Prerequisites: Internal Audit Basic Training (Phase I in particular) and Internal Audit of ADP Systems.

Certification Requirements: Successful completion.

Frequency: As needed.

Internal Audit Automatic Data Processing (Level I) (5 days classroom)

Description/Objective:	The Automatic Data Processing (ADP) (Level I) course is a 5-day course for all auditors. As more functions are automated and as management places greater reliance on computer application systems, the role of the internal auditor is changing and taking on a new importance relative to data processing. As a result, the course is designed to enable auditors to take advantage of all the ADP resources available and to use them effectively. The areas covered in this course include: 1. ADP Concepts and Controls 2. Controls in the IRS ADP Environment 3. Techniques Used Within the ADP Environment 4. Effective Use of Researching Tools 5. Flowcharting 6. The Computer as An Audit Tool
Eligibility:	Incumbent IRS Internal Auditors.
Prerequisites:	On-the-job experience of approximately 1 year. Complete reading assignments in "Introduction to Computers and Data Processing" by Shelly and Cashman.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Internal Audit Basic Training (Phase I) (10 days classroom)

Description/Objective:	Specialized training for IRS Internal Auditors designed to provide a working knowledge of the Internal Revenue Service's operations and policies, and the Internal Audit Division's mission and practices. Course instruction includes practical exercises and case studies covering subjects such as auditing standards, principles of management, development of audit findings, flowcharting, identification and testing of controls, detection of fraud, auditor/auditee relations, and time management.
Eligibility:	Incumbent IRS Internal Auditors.
Prerequisites:	Incumbent IRS Internal Auditor with 4-6 months on the job and completion of OJT program.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Internal Audit Basic Training (Phase II) (5 days classroom)

Description/Objective:	Phase II is a 5-day Effective Writing Workshop for auditors with 1 year of experience. The workshop is designed to improve the auditor's ability to effectively communicate in writing. Emphasis is placed on planning and organizing the information to be communicated. Written documents are evaluated to assure they meet Internal Audit writing and reporting standards.
Eligibility:	Incumbent IRS Internal Auditors.
Prerequisites:	On-the-job experience of approximately 1 year. Completion of Phase I is desirable but not mandatory.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Advanced Internal Audit Technical Workshop (5 days classroom)

Description/Objective:	Technical workshops are 5-day refresher training classes for senior- and journey-level auditors. All staff members are required to attend a workshop. Although specific objectives can vary from workshop to workshop, objectives covered have included: 1. A review of standards for auditing, reporting and writing. 2. A review of the procedures and techniques followed during the survey and audit process which improve product quality. 3. A review of efficiency and economy auditing procedures. 4. A review of auditing techniques used to identify fraud, waste, and abuse. 5. A review of report writing as it relates to the entire audit process.
Eligibility:	Incumbent senior- and journey-level IRS Internal Auditors.
Prerequisites:	Approximately 1 year on-the-job experience as senior- or journey-level auditor.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Internal Security Basic OJT Training (Completed during first year on the job)

Description/Objective:	Basic OJT is designed to acquaint new Inspectors/ Investigators with their roles in the Internal Security Division, from orientation to conducting investigations. Specialized training in the functional areas of IRS is also provided.
Eligibility:	Inspectors/Investigators in Internal Security.
Prerequisites:	Be an incumbent in an Internal Security Inspector/Investigator position.
Certification Requirements:	Certification by supervisor or OJT coach.
Frequency:	As needed.

Criminal Investigator Training (Conducted by the Federal Law Enforcement Training Center) (40 days classroom)

Description/Objective:	Basic career training required for Criminal Investigators within Treasury, including Internal Security Inspectors.
Eligibility:	Individuals in law enforcement positions.
Prerequisites:	Be an incumbent in a law enforcement position.
Certification Requirements:	Successful completion.
Frequency:	Classes scheduled each year by the Federal Law Enforcement Training Center.

Internal Security Basic School (Investigations--120 hours; Computer Resources--80 hours classroom)

Description/Objective:	Specialized basic career training for Inspectors in Internal Security. Investigations -- Covers knowledge, skills, techniques and procedures necessary to conduct the various types of investigations carried out by the Internal Security Division. Computer Resources--ADP and computer resources in IRS; conducting investigations in a computer environment.
Eligibility:	Inspectors in Internal Security
Prerequisites:	Investigations phase usually required before Computer Resources. Criminal Investigators Training should also be completed before basic schools.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Internal Security Investigative Techniques School (80 hours classroom)

Description/Objective:	A course in techniques used in the investigation of multi-subject employee corruption, white collar crime and related complex criminal activities.
Eligibility:	Senior-level Inspectors in Internal Security with minimum of three years job experience.
Prerequisites:	Completion of all basic training.
Certification Requirements:	Successful completion.
Frequency:	As needed.

Investigative Aide School (40 hours classroom)

Description/Objective:	Entry-level training for new Investigative Aides (a paraprofessional position) in Internal Security. Course covers basic knowledge, procedures, techniques and skills required to perform background type investigations.
Eligibility:	Investigative Aide in Internal Security.
Prerequisites:	Basic OJT (ongoing).
Certification Requirements:	Successful completion.
Frequency:	As needed.

Internal Security Assistant/General Investigator School (Investigations--100 hours classroom; Computer Resources--40 hours)	
Description/Objective:	Entry-level training for new Internal Security Assistants (paraprofessional position) and new General Investigators (professional series) in the Internal Security Division. Investigations phase is for both positions and concentrates on background investigations and techniques. The knowledge and skills necessary to assist in conducting other noncriminal and limited criminal investigations is taught, with General Investigators receiving intensified training in interviewing and report writing. Law and evidence are taught for familiarity. Computer Resources is for General Investigators and selected Internal Security Assistants. This phase provides attendees with instruction concerning automatic data processing and computer operations in the IRS. Certain Investigative Aides may attend this phase as well.
Eligibility:	Internal Security Assistants, General Investigators and selected Investigative Aides in the Internal Security Division.
Prerequisites:	Investigations phase should be completed before Computer Resources. Aides must have attended their school prior to receiving the Computer Resources phase of this course.
Certification Requirements:	Successful completion.
Frequency:	As needed.
Internal Audit Basic OJT Training	(Completed during first year on the job)
Description/Objective:	Basic OJT is designed to acquaint new Internal Auditors/Management Analysts (Auditor) with their roles in the Internal Audit Division, from orientation to conducting audits. It also includes such audit skills as workpaper preparation, researching the IRM and IA Manual, and communications--both oral and written.
Eligibility:	Internal Auditor/Management Auditor
Prerequisites:	Be an incumbent in an Internal Auditor or Management Analysts position.
Certification Requirements:	Certification by supervisor or OJT coach.
Frequence:	As Needed

OTHER INTERNAL AUDIT/INTERNAL SECURITY TRAINING

Other specialized training is developed, or otherwise provided, when specific training needs are identified. Some of this training may become part of the career development program for the Inspection employees involved. Other such training may satisfy some specialized but nonrecurring or noncareer need and will not become a part of the regular career development curriculum.

A/C (Examination)

Training programs are conducted on a regular basis for A/C (Examination) employees. Training includes a new staff orientation and an Analyst Handbook is available. Technical Continuing Professional Education (CPE) is also conducted for Examination analysts.

Interregional courses are attended by Examination employees as appropriate. Microcomputer training courses are given by National Office Examination to supplement available cross-functional training. The use of other training listed in this catalog is encouraged.

7671 Tax Shelters Training (Length Varies)

Description: These courses examine the fundamental litigation position and case development of various tax shelters, including commodities, real estate, leasing, research and development. Training is also provided for the Tax Shelter Injunction Program (6700/7408).

7657 Advanced Bankruptcy Training (5-day program)

Description: The course is intended primarily for docket attorneys who have had extensive experience in handling bankruptcy cases and who spend a significant percentage of their time on bankruptcy issues. The course consists of lectures, panel discussions, and break-out sessions. The participants discuss specific area of bankruptcy work including:

- automatic stay/setoff;
- proofs of claim;
- analysis of payment proposals;
- collection from non-debtors

7658 Trial Attorney Training Program (approx. 8 days)

Description: This course is designed to instruct students in the development of Tax Court cases with primary emphasis on trial advocacy skills rather than legal doctrine.

Basic Instructor Training (5-day program)

Description: This course is designed for attorneys who will be given teaching assignments within the next fiscal year. At the end of this five-day program, the participant will be able to effectively prepare, instruct, and evaluate lessons. He/she will also be able to counsel students on their classroom performance.

Recruitment Training (2 1/2 days)

Description: The purpose of a Recruitment Training Program is to provide recruiters with the necessary skills to plan and conduct a successful employment interview.

7662b Advanced Criminal Tax Attorney Training (5-day program)

Description: The course is designed to provide more specialized training to individuals who perform a significant amount of criminal tax work. The course includes segments on undercover operations, search warrants, electronic surveillance, Title 31, and other related topics. It is designed to provide the students with the skills necessary to provide effective pre-referral advice to special agents.

General Litigation Training Program (9-day program)

Description: The course is designed to familarize the new attorney with all phases of GL work including liens, levies, complex lien priority and property problems, bankruptcy, judicial remedies, and summonses.

7662 Basic Criminal Tax Attorney Training (8-day program)

Description: This course is designed to teach students the basic criminal tax skills needed to effectively review cases at the District Counsel level. The course utilizes the case study method and takes the student through the various phases in the processing of a typical case.

7693 ORIENTATION AND RESEARCH (2-3 days classroom)

Description/Objectives: Trainees learn the use and location of tax research facilities available at the National Office. Commercial research services (CCH and P-H) are demonstrated. Participants learn the use of Lexis and other methods of research in the IRS library and files.

7694 FUNCTIONAL SUPERVISORY PRACTICES (5 to 7 days classroom)

Description/Objectives: Trainees learn the specific skills and knowledges of the supervisory Tax Law Specialist. Topics covered include case management, review, time management problems for Corporation and Individual Tax Divisions, Counseling, EEO, and conference responsibilities of supervisors.

7695 CONFERENCE TECHNIQUES (5 days classroom)

Description/Objectives: Prepares tax law specialists and attorneys for conferences with taxpayers. The workshop employs role plays and analysis of videotaped practice conferences. Completion of the workshop will prepare participants to plan and conduct conferences successfully.

7697 LEGAL WRITING FOR TECHNICAL (12 hours classroom)

Description/Objectives: Participants learn principles of effective legal writing.

CROSS-FUNCTIONAL TRAINING

Cross-functional courses are available to employees regardless of the employee's functional designation. These training courses are conducted in the National Office as needed. When a course is scheduled, an announcement is sent to all Assistant Commissioners and Chief Counsel training coordinators. The training coordinator is responsible for circulating the announcement within the respective functional area. Employees eligible to apply for an announced cross-functional course should contact their functional training coordinator.

NATIONAL OFFICE ANALYST TRAINING

Virtually every function in the National Office has employees whose jobs require them to exercise analytical skills. Some of these employees are called "management analysts" or "program analysts." Other employees needing analytical skills are in positions not described by the work "analyst" - such as "internal auditor" or "personnel management specialist." Regardless of the title or their position, they may wish to consider employees who need analytical skills.

While some analytical skills, knowledges or abilities are specific to a given function, others can be used by a wide variety of analysts working in differing functions. The courses listed in this section are designed to teach these cross-functional analytical skills. These courses are not meant to take the place of functional training and functions will continue to provide specialized information for their employees through seminars or training sessions.

The analyst's On-The-Job Instructor (OJI) or supervisor will determine the appropriate time for the analyst to register and complete relevant modules. The analyst training modules listed in this catalog, as well as new courses that are intermittently added, are available in the Career Development Center located in Room G-026. Courses offered in the Center are designed for individual, self-paced instruction, utilizing a programmed instructional method. Supervisors will also find that the National Office Analyst Planning Guide is the quintessential document for planning the training and development of National Office analysts.

NATIONAL OFFICE ANALYST PLANNING GUIDE

This guide, designed for all National Office employees who need analytical skills training, is an effective road map for designing individual development plans.

The guide should be given to each new analyst in the National Office as it serves as an orientation, job aid, and reference document and provides an outline of some of the skills expected of the National Office Analyst. The National Office Analyst Planning Guide is available through your functional training coordinator or through the National Office CPE Program Manager.

Continuing Professional Education and Enrichment Studies

NATIONAL OFFICE ANALYST CPE PROGRAM

In 1984, an innovative program was developed to provide Continuing Professional Education (CPE) for National Office Analysts. Strongly cross-functional in design, the program is intended to provide graduate level CPE for experienced analysts. These programs are presented to large groups, on a monthly basis, either in a seminar or case study module.

The program is an ongoing series of seminars and case studies conducted by experienced IRS briefers and presenters, as well as particularly competent "outside" experts.

Purpose:

The program will build on an established level of competency by broadening analysts' knowledge and, consequently, the scope of assumptions they bring to the job.

It will provide a training vehicle to visualize new or revised methods, procedures, work processes, human resources or information control systems and more fully equip analysts to make substantive contributions toward more efficient tax administration.

The desired result of the program is to add value to the influence and power of the analysts by expanding the breadth of their knowledge and technical expertise.

Scheduling:

National Office CPE Analyst programs are scheduled throughout the year. Each year a tentative schedule listing selected topics and sponsoring executives will be published to enable anaysts to select relevant topics and plan their continuing professional education hours. The availability of sponsoring executives and IRS presenters, together with the liaison necessary when private sector experts are involved, may cause an occasional scheduling adjustments.

UNIVERSITY OF SOUTHERN CALIFORNIA GRADUATE PROGRAM FOR NATIONAL OFFICE SENIOR ANALYSTS

To further enhance the opportunities the National Office Analyst CPE Program provides, the Deputy Commissioner has authorized the establishment of a graduate program at the University of Southern California's Washington campus in the field of Public Administration. This program will enable analysts to earn up to 16 graduate credits at USC and a certificate in Public Administration at other accredited universities.

Participants in the Certificate program will attend the USC Intensive Semester beginning in September, 1985. This will require National Office senior analysts to attend classes one weekend a month (Saturday and Sunday) and complete the requisite study, research and readings on their own time. This time will not be compensated. The IRS will provide administrative time for the selectees to attend classes on workdays (one Thursday and Friday each month) and pay for the cost of tuition, books and fees for the 16 credits specifically designed to meet the Service's needs.

This training opportunity is open to National Office senior analysts (grades 12 to 15) who meet the following USC admissions requirements.

1) An acceptable undergraduate degree from an accredited college or university and a grade point average of 2.0 on a 4.0 scale (or equivalent).

2) Evidence of completion of twelve units in political science, philosophy, psychology, anthropology, sociology, human geography or economics (with no more than 6 units in any one field). A unit is eqivalent to to one semester of a three or four credit course.

Additionally, analysts wishing to continue (on their own) toward the master's degree, must have an acceptable GRE, GMAT or LSAT score and evidence (either by previous course work or an examination) a satisfactory level of knowledge of basic social statistics. Contact the National Office CPE Program Manager for additional information.

NATIONAL OFFICE MANAGEMENT ENRICHMENT PROGRAM (Manager's CPE)

Management as a Profession - The vast majority of managerial positions are filled by men and women selected because of technical qualifications demonstrated in a specialized profession or career field. The nature of managerial competencies, however, establishes management as a distinct second profession for which the technical competencies of the first profession are collateral. The managerial role must be prepared for with careful deliberation and analyses of these collateral relationships. The IRS servicewide management practices courses fulfill this preparatory need exceptionally.

However, since management is a profession, it benefits from revolutionary growth and environmental changes and development. Recognition of the need for continual training, updating and refreshment in this "second career" is the basis for the Management Enrichment Program. Unlike MDP II, the Service's systematic program that allows managers to improve effectiveness and efficiency within a servicewide framework, this program will attempt to sustain management excellence by providing continuing professional education for managers.

IRS Strategic Initiative - In the IRS Strategic Plan, specifically ERR-15, "Continuing Professional Education for Managers," an initiative has been established for a multi-faceted approach to continually develop and energize IRS managers. This initiative mandates continual professional education for all IRS managers. Management Enrichment Program has been drafted in response to the IRS Strategic Plan proposals and the desire of the Deputy Commissioner and the Deputy Assistant Commissioners to provide the National Office management team with the latest developments in this professional field and to broaden the scope of considerations the managers bring to the job. Leadership, unlike authority, is conferred by the peers and subordinates only in response to a willingness to be led. In the Service's drive toward leadership excellence at all levels, the program provides training to deal with the everchanging managerial and organizational environments.

Content The program consists of:

1. Seminars to provide National Office managers an opportunity to explore the latest dynamics in management theory and organizational development. These seminars will feature speakers who are prominent and contemporary in their chosen fields.

2. Intensive classroom and discussion activities for senior National Office managers. These activities will be presented as an effort to motivate, refresh and invigorate the spirit, sense of mission, and dedication of senior managers.

3. 'Ad hoc' training as a "technical" update for first line supervisors relative to new issues that evolve in this ever changing environment of human resources development.

These programs will be announced periodically throughout the National Office by memorandum of flyer. The information will provide specific program descriptions and attendance or nomination requirements. For additional information managers may contact the National Office CPE Program Manager on 566-3779.

ANALYST SELF-STUDY COURSE LISTING

ORIENTATION TO INTERNAL MANAGEMENT DOCUMENTS (4 hours self-study)

Description/Objectives:

1. Describe the purpose and use of each Internal Management Document:
   a. Delegation Orders.
   b. Internal Revenue Manual.
   c. ADP Handbooks and Supplements.
   d. Law Enforcement Manual (LEM).
   e. Memoranda and telegrams containing instructions or guidelines to a group of officials.
   f. Information Notices.
   g. RC-Dir. Memoranda and circulars.
   h. SC Memoranda and circulars.
   i. RC, Dir. and SC Delegation Orders.
2. Explain control, preparation, reporting requirements, and clearance procedures for Internal Management Documents.
3. Identify the types of services provided by the Internal Management Documents Division.

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies completion.

Frequency: As needed.

Job Aid: Information for IMD Originators

Information for IMD Originators is intended only for analysts who write Manual material. It is not a training course, per se, but two job aids which should assist analysts who are responsible for writing Manual material.

Note to the Supervisor: If you have several employees who need training for IMD Originators, you may want to contact the Internal Management Documents Branch of Facilities Management Division. Analysts in the IMD Branch are available to conduct half-day training sessions for groups of employees responsible for originating the Manual.

COST BENEFIT ANALYSIS (8 hours self-study)

Description/Objectives: Participants will be able to:

1. Properly apply economic analysis concepts and techniques useful in the evaluation of alternatives in resource allocation.
2. Determine the impact of the proposed change. Is the total cost of developing and implementing the proposed change greater or less than the efficiency achieved or losses cut?
3. Utilize the principles and techniques taught in this class as a basis for selecting from among alternatives a course of action which is most effective when considering proposed investment.
4. Prepare written documentation to support the selected course of action.

Eligibility: National Office Analyst with OJI approval.

Prerequisite: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

ANALYZING ORGANIZATIONAL RELATIONSHIPS (8 hours self-study)

Content:
1. Theory of organizations.
2. Linear responsibility chart.
3. Line and staff functions.

Eligibility: National Office Analyst with OJI approval.

Prerequisite: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

ANALYST TECHNIQUES FOR WORKFLOW AND ORGANIZATIONAL ANALYSIS MODULE (12 hours)

Description: A self-instructional text consisting of five lessons and developed by an IRS task force. It deals specifically with IRS experiences. Subjects discussed include analyzing specific methods of operation, analytical techniques and work simplification.

Eligibility: National Office analysts with supervisory approval

Prerequisitions: None

PUT IT IN WRITING (16 hours self-study)

Description/Objectives: Albert Joseph; Instructional Writing Institute, Inc., Cleveland, Ohio. Although designed as a classroom text, this coursebook can be used as a self-instructional guide, job aid or an excellent reminder to keep clarity and simplicity in correspondence.

Eligibility: National Office Analysts with OJI approval

Prerequisites: None

Certification Requirements: OJI certifies successful completion

Frequency: As needed.

ANALYSTS TECHNIQUES FOR WORKFLOW AND ORGANIZATIONAL ANALYSIS MODULE (12 hours self-study)

Description: A self instruction text consisting of five lessons developed by an IRS task force. It deals specifically with IRS experiences. Subjects discussed include analyzing specific methods of operation, analytical techniques, and work simplification.

Eligibility: National Office analysts with supervisory approval.

Prerequisites: None

Cerification Requirements: OJI certifies successful completion.

Frequency: As needed.

IRS PLANNING PROCESS (16 hours self-study)

Description/Objectives: The participants will be able to:

1. Describe how to develop and implement plans for activities within assigned areas of responsibility based upon general guidelines from his/her manager.
2. Explain the importance of the planning process and give examples of possible consequences caused by failure to plan.
3. Explain the basis upon which data is developed for the multi-year plan with emphasis on accuracy of projection and validation of planning assumption.
4. Describe what the major program synopsis is, why it is developed, and how it is used.
5. Describe how the strategic plan or multi-year plan is developed from the major program synopsis and converted into resource requirements.
6. Explain the importance of considering possible impact on interrelationships of planning, i.e., programs funded by the National Office and programs funded by field components.
7. Explain the possible consequences of Treasury and the Office of Management and Budget action on the budget.
8. Explain what the preliminary operating financial plan is and how it is used.
9. Explain what the mid-year review and operating financial plan are and how they are used.
10. Explain what a supplemental appropriation is and its impact on operational programs.

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

APPLICATION OF STATISTICAL TECHNIQUES (16 hours self-study)

Description/Objectives:	1. Introduction to Statistics a. Patterns of variation. b. Descriptive statistics. c. Normal distribution. d. Probability fundamentals. 2. Analysis of Data - Sampling Techniques 3. Application of Results a. Analysis of variance. b. Regression and correlation analysis.
Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

PRODUCTIVITY MANAGEMENT PROGRAM (8 hours self-study)

Description/Objectives:	Given information regarding current productivity issues and the Service's Productivity Management Program, the participants will be able to describe: 1. The agency's approach to productivity. 2. The four components of the program. 3. The responsibility which executives, managers and analysts have in productivity improvement.
Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

INTRODUCTION TO ADP FOR NATIONAL OFFICE ANALYSTS (16 hours self-study)

Description/Objectives:	1. History of Computers. 2. Computer capabilities. 3. Elements of computer hardware. 4. How a computer works. 5. How data is represented. 6. How data is recorded and stored. 7. How to develop a program. 8. Introduction to computer software.
Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

EFFECTIVE WRITING WORKSHOP FOR ORIGINATORS (40 hours self-study)

Description/Objectives:	The analyst will be able to exhibit the skills which result in more effective and economical written communications. It includes theory, practice, and appraisal of writing techniques.
Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

CREATIVE PROBLEM SOLVING (4 hours self-study)

Description/Objectives:

1. Philosophy behind creative thinking.
2. How to overcome barriers to creative thinking.
3. How to foster a climate conducive to creative thinking.
4. Characteristics of a creative thinker.
5. Techniques a creative thinker uses to solve problems.
6. Brain storming - a group approach to creative problem solving.

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies completion.

Frequency: As needed.

PROJECT PLANNING AND CONTROL TECHNIQUES (8 hours self-study)

Description/Objectives:

1. Gantt Charting Procedures
2. Pert/CPM planning techniques
   a. Technical concepts
   b. Estimating time requirements
   c. Trade-off decisions
3. Multiple Activity Scheduling of Requested Events

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

TIME MANAGEMENT (2 hours self-study)

Description/Objectives: The participant will be able to:

1. Develop an awareness of how time management relates directly to on-the-job performance.
2. Control time effectively by programming the use of time.
3. Set priorities which identify tasks to be given more time and emphasis.
4. Delegate tasks to clerical and professional employees which are not absolutely necessary for you to perform personally.

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

STRATEGIES FOR EFFECTIVE LISTENING (4 hours self-study)

Description/Objectives: The participant will be able to:

1. Recognize the importance of effective listening to on-the-job performance.
2. Describe the consequences of ineffective listening.
3. Recognize common barriers to listening.
4. Summarize critical content of spoken remarks immediately after hearing them.
5. Interact with a speaker to assure that the desired communication takes place.

Eligibility: National Office Analyst with OJI approval.

Prerequisites: None.

Certification Requirements: OJI certifies successful completion.

Frequency: As needed.

DATA COLLECTION TECHNIQUES (16 hours self-study)

Description/Objectives:	Participants will learn interview and questionnaire preparation and interpretation of results.
Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

COMMUNICATING SUCCESSFULLY (8 hours self-study)

Description/Objectives: The participants will be able to:

1. Define effective communication.
2. Recognize and overcome barriers to effective communications.
3. Explain the importance of non-verbal and non-judgemental communication.
4. Describe the steps to be followed during the planning, conducting, and implementation stages of a meeting.

Eligibility:	National Office Analyst with OJI approval.
Prerequisites:	None.
Certification Requirements:	OJI certifies successful completion.
Frequency:	As needed.

MANAGEMENT TRAINING

The National Office Management Training Program is designed to promote and maintain the high standards of awareness and expertise among IRS National Office managers that a positive and productive work environment demands. These programs allow National Office managers to participate in the same training programs available Servicewide as well as those specially designed at the National Office to meet their needs.

The managerial training program begins for the first-level manager with the Management Practices Course, a mandatory introduction to the most essential administrative and technical knowledges and basic managerial skills which a manager needs to do his/her job. The more experienced manager can tailor training and development to his/her specific needs through additional specialized courses, self study programs and on-the-job development activities. MDP II is a two week training session concentrating on the managerial self-awareness and is available for managers with subordinate managers.

For both mid-level managers and members of the Senior Executive Service, training and developmental opportunities offer participation in specialized high-level intra-governmental and Out-Service programs which concentrate primarily on an exchange of information and expertise among participants.

In each case, training is viewed to be a cumulative and progressive experience from which the organization and the individual both benefit. Each training program attempts to build and expand upon the preceding program in a logical manner and program content and information is commensurate with the duties of the participant.

The following pages list those managerial programs which are available through the National Office and provides essential information on course eligibility, content and nomination procedures. For additional information, please contact either your training liaison officer or the Management Training Program coordinator.

9601 MANAGEMENT PRACTICES COURSE (MPC) (5 days classroom)

Description/Objectives:	The Management Practices Course is designed to provide new first level managers with the knowledge and skills required for effective managerial performance. Participants will acquire necessary technical and administrative knowledge in subjects such as Performance Appraisal, the Servicewide Promotion Plan, Integrity, Position Management, Labor Relations, EEO and Time Management. Using behavior modeling methodology, managers will learn how to apply interactive skills such as setting and communicating expectations, hearing employee complaints, counseling employees to improve work performance, and utilizing effective follow-up and corrective actions. In addition, specialized functional modules will be developed for each function requiring a program to train new first-level managers in the procedures, policies and philosophy of that particular function. These modules will be developed by a task force of managers from that function working with their National Office Training and Development Branch liaison officer.
Eligibility:	All newly selected first level managers should complete the Management Practices Course within 6 months of assuming their positions. The course is also available for managers selected but not yet assigned to their first managerial positions. Non-managers are not eligible to attend.
Prerequisites:	See eligibility.
Certification Requirements:	Certificates will be issued only to managers who have attended the entire course. No certificate will be issued until all absences are made up in a subsequent Management Practices Course.
Frequency:	Approximately four times a year.

NOTE: See the Interregional Training Section for a list of functional Management Practices Courses.

9935 MIDDLE MANAGEMENT COURSE MDP-II (10 days classroom)

Description/Objectives: MDP II is designed to meet the management development needs of the Service's mid-level managers. Emphasis is on a participant-centered learning experience in which managers discuss and apply the theory and practice of effective management of subordinates.

Content: This is an advanced management course which concentrates on the following managerial theory and skills building areas and their on-the-job application:

1. Stress Management
2. Self-awareness
3. The Communication Process
4. Decision Making Styles
5. Management Style
6. Management of Subordinates
7. Group Dynamics
8. Management of Change
9. Leadership Skills

Eligibility: The course is available for newly assigned and experienced middle managers who have not had comparable training.

Prerequisites: Participants must:

1. Manage subordinate supervisory managers (not program managers).
2. Be in grades GS-11 through GS-15, and not in a position centralized to the Executive Resources Board. Participants should not have been in their job more than 3 years prior to training.

Certification Requirements: Successful completion of course.

Frequency: At the beginning of the fiscal year, the National Office contacts each of the functions to determine their MDP-II training needs. Once the MDP-II course schedule is received with the number of spaces which will be made available to the National Office, assigned spaces will be allocated to the functions according to their needs.

OTHER MANAGEMENT PROGRAMS

Certain out-Service training and developmental opportunities at the level of MDP-II and beyond are available on a limited basis to high-level managers and executives. Enrollment in these programs is limited by budgetary restrictions and/or the number of spaces allocated to the Service by the organization or institution offering the program. Because of these limitations, the Service does not necessarily participate in all of these programs in any given year. Programs available include:

--Office of Personnel Management Executive Seminars

--Syracuse Maxwell Development Program

--Simmons Middle Management Program for Women

--Education for Public Management Program

--Federal Executive Institute

--Massachusetts Institute of Technology

--LEGIS and Congressional Fellowship programs

--Institute for Management Studies

The Service's participation in each of these programs is usually announced by memorandum each fiscal year. This memorandum contains specific program descriptions and nomination requirements.

INSTRUCTOR TRAINING

The instructor training courses and workshops are designed to prepare employees to be instructors for interregional and local courses, and training task forces.

When a Basic Instructor Training course or a specialized Instructor Workshop is scheduled, the functions will be notified of the dates of the course and how many slots they have been allocated. At that time, nominations will be requested. The functions are responsible for nominating employees who meet the eligibility criteria described for each course.

Course Listing

INSTRUCTOR WORKSHOP FOR MANAGEMENT PRACTICES COURSE (5 days classroom)

Description/Objectives:

This workshop will provide participants with the knowledge and skills required to conduct the seven lessons utilizing behavior modeling methodology.

Content:

The MPC Instructor Workshop will consist of an overview of the MPC and course materials and practice teaching exercises critiqued by training specialists.

Eligibility:

National Office nominees to the Instructor Workshop for the Management Practices Course must meet the following criteria:

1. Currently be a first-level manager;
2. Have a minimum of 18 months experience as a manager;
3. Have successfully completed Basic Instructor Training;
4. Be available to instruct the Management Practices course two times during the following 18 months, and have the active support and concurrence of their manager;
5. Have expressed an interest in instructing;
6. Demonstrated superior job performance as a manager;
7. Demonstrated effective interpersonal and communication skills;
8. Demonstrated success in leading and motivating others.

Prerequisites:

Basic Instructor Training

Certification Requirements:

Certification of course completion and as a member of the MPC Instructor Cadre will only be issued to managers who:

1. Attended the entire Instructor Workshop.
2. Demonstrated successful instructional skills and familiarity with the course materials during their practice teaching lesson.
3. Have successfully served as a cadre member and instructed at least one MPC.

Frequency:

As needed.

7510 EFFECTIVE WRITING WORKSHOP INSTRUCTOR TRAINING (7 days classroom)

Description/Objectives: At the end of this workshop the student will be able to:

1. Describe the writing guidelines and skills covered in the Writing Workshops.
2. Apply these guidelines and skills in class exercises.
3. Coordinate and conduct in their functional areas, each of the following programs: Writing Seminar for Managers, Reviewers Workshop and Originators Workshop.

Content: The course is divided into two parts. The first week covers the Originators Workshop which students will conduct in their divisions. The remaining time is spent on instructor training -- an explanation of the role of the instructor, use of course materials, training aids, and how to prepare successfully for teaching. Upon completion, students will be able to teach the following programs in their functional areas:

1. Writing Seminar for Managers, in which managers analyze the writing problems of their organizations, review the content of the Originators Workshop, and discuss writing standards, style and acceptable reviewing practices.
2. Reviewers Workshop, which follows the pattern of the Managers Seminar but gives a more comprehensive review of the Originators Workshop. Emphasis is on reviewing and editing. The seminar prepares reviewers to continue on-the-job training, which the workshop course begins.
3. Originators Workshop, which is aimed at more effective and economical written communications. It includes theory, practice and appraisal. Heavy emphasis is on planning the communication and appraising (the analytical review of writing).

7510 EFFECTIVE WRITING WORKSHOP INSTRUCTOR TRAINING (CONTINUED)

Eligibility: Nominees should have:

1. Successfully completed Basic Instructor Training.
2. Expressed an interest in and have an ability for classroom instruction.
3. Demonstrated sufficient writing skills.
4. Availability on as-needed basis to conduct the Writing Training Program in their functional areas.

Prerequisites: Basic Instructor Training.

Certification Requirements:

1. Satisfactorily apply concepts and skills taught in the course to practical exercises and role plays.
2. Demonstrate an ability, through class response and practical exercises, to coordinate and conduct a class.
3. Indicate an interest in instructing writing training.

Frequency: As needed.

9928 BASIC INSTRUCTOR TRAINING (8 days classroom)

Description/Objectives: At the end of this course, the participant will be able to:

1. Write properly constructed instructional objectives and lesson plans.
2. Select and use various methods of instruction.
3. Construct test items which measure student achievement of objectives.
4. Select, prepare, and use training aids.
5. Counsel students on their performance in class.

Content: This course covers the role of the classroom instructor; preparation of lesson plans and tests, preparation and selection of training aids; counseling; instructional objectives and methods; and classroom management. Each student presents three teaching exercises on his/her chosen topic, which are critiqued by the instructor and other participants.

Eligibility: Nominees should have:

1. Technical competence in the subject matter they expect to teach.
2. Demonstrated ability to communicate effectively.
3. Interest in instructing.
4. Assignment to classroom instruction (selection as a cadre member and/or a training task force assignment within six months of scheduled training).
5. Been selected in accordance with applicable IRM and union contract provisions.

Prerequisites: Planned instructor or training task force assignment within six months of scheduled training.

Certification Requirements: Participation in all segments of the course. Effective presentation of teaching exercises.

Frequency: Approximately once a quarter, or as needed.

9806 INSTRUCTOR TRAINER WORKSHOP (4 days classroom)

Description/Objectives: At the end of this course, the participant will be able to:

1. Prepare and instruct selected lessons from the Instructor Training Course (BIT);
2. Evaluate instructor/trainee performance in practice teaching exercises;
3. Direct a group critique of trainee's practice teaching exercise; and
4. Counsel a trainee individually on the strengths and weaknesses of the trainee's performance.

Content: This course covers the role of an instructor in Basic Instructor Training (BIT) class; reviews the BIT course; analyzing of lesson plans and presentations; examines group processes; explores effective communication techniques; conducts review/critique sessions; and documents student performance.

Eligibility: Nominees must meet eligibility requirements for BIT course.

Prerequisites: Nominees should have:

1. Attended BIT or an equivalent instructor training course;
2. Instructional experience equivalent to the successful instruction of 3 IRS classes; and
3. Instructed within the last 18 months.

Certification Requirements: Participation in all segments of the course and effective completion of all course objectives. Participants will then be placed in the BIT Instructor Cadre for two years.

Frequency: Once a year, or as needed.

SECRETARIAL AND CLERICAL TRAINING

The National Office Secretarial and Clerical Training program is designed to meet the training needs of all Secretarial and Clerical employees who have a need to improve their present job skills or acquire new ones.

If you have questions regarding secretarial and clerical training, contact the training liason for your area or call Sue Johnson on 566-3931.

A summary of the program follows.

DIAGNOSTIC TESTING. Diagnostic testing in Endglish is used to assist in determining employees' training needs. All employees must take the English pretest prior to enrolling in: shorthand, typing, machine transcription, or word processing applications. Pretesting is administered on the first Wednesday of each month. Supervisors can have their employees pretested by calling the coordinator of the Secretarial Skills Center at 566-3414 on Monday, Wednesday or Friday from 2:30 p.m. - 4:30 p.m.

This test is offered solely for placement purposes to insure that employees receive training appropriate to their needs and skill levels. There is no passing or failing. Based on test results, recommendations for appropriate course(s) will be sent to the supervisors of the employees. Recommended prerequisite training (language skills, punctuation, spelling and/or reading) must be taken prior to any skills course. If an employee initially needs language skills, punctuation and spelling, language skills will be the first course to be taken. If, based on the results of the post-test given at the conclusion of the language skills course, the employee successfully meets the standards for punctuation and spelling, he/she will not be required to take either additional course.

Employees who require prerequisite training as a result of the pretest may be retested after a six month waiting period. However, if prerequisite training is still required after a one year period (three pretests), employees must take the prerequisite courses required.

Our policy is to reject requests to waive the prerequisite testing and training for secretarial and clerical skills courses. Granting one, or a few, exceptions would, in fairness, require we grant many because the rationale for these requests are inevitably the same. In effect, it would eliminate the prerequisites and erode the standards established for this training.

Speed without accuracy is meaningless, and accuracy without some basic level of skills and ability as regards spelling, grammar and punctuation, is impossible. Our experience has shown that prerequisite testing and training as required is the simplest and most effective way of eliminating very unsatisfactory and unpleasant training experiences for some employees.

But more than that, it is also a relatively easy and inexpensive way to diagnose a basic need, to prepare an accurate prescription for required training, and to serve as a basis for designing and providing training tailored to meet existing needs most effectively and efficiently.

ENROLLMENT OF TEMPORARY EMPLOYEES The Government Employees Training Act (P.L. 85-507) restricts the eligibility of training for employees having less than one year of current, continuous service, unless specific exceptions are made because the training is in the best interest of the government.

We have always applied this same standard as a basis for dealing with temporary employees.

We have a number of exceptions which apply to permanent employees, but very few which apply to temporary employees. These latter allow for only the barest training in matters that are absolutely critical to job performance (an orientation for summer employees for example--for routine temporary and part-time hires, this is usually done on the job).

Our policy is not to enroll temporary employees in secretarial and clerical skills courses. One reason is that it could complicate, if not conflict with, our ability to provide this training for full-time employees. Another is that it might well provide a basis for grievances and complaints unless the training is provided for all individuals in a given category. Formally assisting one temporary employee to prepare for a typing test would, in fairness, require that we do it for all.

Secretarial Skills Center. All language skills, shorthand, typing, machine transcription, calculator operations and word processing programs are offered in the Secretarial Skills Center. Students in the Skills Center study materials at their own rates of speed. However, a qualified instructor is present at all sessions to answer questions, to assist students with their studies, and to evaluate work assignments and student progress. Attendance is required and the instructor will ensure that students are progressing at a satisfactory rate. The Skills Center is open on Mondays, Wednesdays, and Fridays in Room G-026; three training sessions are scheduled: 9:00 a.m. to 10:30 a.m.; 10:30 a.m. to 12:00 noon; and 1:00 p.m. to 2:30 p.m.).

The Secretarial Skills Center also has shorthand records which can be checked out by employees for one-week periods. Records can be obtained during the regularly scheduled Skills Center hours.

Enrollment Procedures: Secretarial Skills Center. All employees applying for enrollment in the Skills Center must take the English Diagnostic Test and demonstrate competence in grammar, punctuation and spelling. Once an employee has met the English requirements, he/she will automatically be placed in the skills course initially requested on Form M-5297, Nomination for Clerical Skills Training. Applications must be signed by the nominee's manager. Completed forms should be submitted to the National Office Human Resources Branch, PM:S:N:HR:SA, Room 1013. Since the Skills Center works on a continuous enrollment system, vacancies will be available at regular intervals. All enrollments will be processed on a first-come basis. Employees will be called by the instructor once a space is available for the requested course.

We would like to emphasize that acceptance into a class establishes a commitment on the part of an employee to attend class regularly and to complete all out-of-class assignments. It is up to the manager to ensure that each employee is aware of this commitment and is willing to accept the responsibility involved.

Unless a student is a beginner, he/she will be given a pretest in shorthand or typing on the first day of class. This pretest will be used to determine which course is best suited to his/her needs, and where in the course he/she should begin.

Certification Procedures. For any course longer than eight hours, a certificate of training will be presented to each participant who meets all of the certification requirements for that particular course. A written notice of completion will be placed in the participant's Official Personnel Folder. Anyone enrolled in the Secretarial Skills Center who meets OPM standards in typing or shorthand may be issued an OPM Proficiency Statement.

No certificate is issued for courses of less than eight hours. However, a notice of completion is placed in the employee's Official Personnel Folder.

Managers will also receive a Notification of Training Achievement for each employee attending class. This notice will identify whether or not an employee successfully completed a course and will make recommendations for futher training.

Nomination for Clerical Skills Training

(Return to National Office Training and Development Branch (PM:S:N:T) Room 1013)

Note: Each employee will be expected to meet the required standards for enrollment, attendance, study assignments and examinations. For specific requirements on each course, consult the NOTDB Training Guide, Document 6054 (Rev. 6/84).

Section I - Employee Nomination *(To be completed by Supervisor)*

I nominate the following employee to take the clerical skills training course indicated: (Please check only one)

Secretarial Skills Center

- ☐ Language Skills (9 am - 12 noon, only M,W,F)
- ☐ Shorthand
- ☐ Typing
- ☐ Machine Transcription
- ☐ Word Processing Concepts (9 am - 12 noon, only M,W,F)
- ☐ Word Processing Operations
- ☐ Word Processing Applications
- ☐ Electronic Typewriting: _____ *(type)*
- ☐ Calculating Machines

Career Development Center

- ☐ Punctuation
- ☐ Spelling
- ☐ Travel Voucher Preparation
- ☐ Time-Life Speed Reading Course

Indicate time preference for Secretarial and Career Development Center classes unless given in course title. (Please check only one.)

- ☐ 9:00 a.m. - 10:30 a.m.
- ☐ 10:30 a.m. - 12:00 noon
- ☐ 1:00 - 2:30 p.m.
- ☐ No Preference

Formal Classes

- ☐ Fundamentals of Reading
- ☐ Professional Secretarial Seminar: _____
- ☐ Other: _____

This employee is nominated for this class:

☐ To improve present job skills ☐ Refresher/Review ☐ Develop new job skills

Name of nominee *(Please type)*	Position title	Grade
Office Symbols	**Room number**	**Telephone number**

Name of supervisor *(Please type)*	Office Symbols	Room number	Telephone number
Signature of supervisor		**Date**	

Section II - Employee Information *(To be completed by nominee for Beginning Shorthand and Secretarial Skills Center Only)*

1. What system of shorthand do you use? (Please check one)

- ☐ Gregg Anniversary *(Taught before 1950)*
- ☐ Gregg Simplified *(Taught after 1950)*
- ☐ Gregg Diamond Jubilee Series *(Taught after 1963)*
- ☐ Gregg Series 90 *(Taught after 1980)*
- ☐ ABC
- ☐ Other *(Specify)* _____

2. Have you passed the Civil Service Examination:

	Yes	When	W.P.M.	Errors	No
For Stenographers?	☐	_____	_____	_____	☐
For Typists?	☐	_____	_____	_____	☐

7539 BASIC OFFICE PRACTICES (7 hours)

Description/Objectives:	To familiarize new secretarial/clerical employees with the organization of IRS, training opportunities in IRS, correspondence procedures, telephone techniques, and office decorum, in order to help them adjust to their new jobs more easily.
Eligibility:	All new secretarial/clerical employees on board one month or less.
Prerequisites:	None.
Certificaion:	Participation in all segments of the class.
Frequency:	As needed.

EXCEL

First-line Mgr of Student:	One hour required to meet with student and discuss/develop office/job-related training project.
Student:	16 hours of computer-assisted instruction in CDC; 10 hours on-the-job activities.
Description/Objectives:	To further improve the secretary's professional excellence.
Eligibility:	For all secretaries (or clerical employees assigned to one manager.)
Prerequisites:	None.
Certification:	Successfully complete all eight course units, which are: (1) Effects of Managerial Problems, (2) Managerial Styles, (3) Using Specific Criticism From Your Manager for Self-Development, (4) Setting Performance Standards, (5) Using Time and a Development Program, (6) Making the Most of Change, (7) Communicating Successfully and (8) Developing a Professional Approach. Complete all eight on-the-job activities. Meet with Manager at four points throughout the course.

7558 FUNDAMENTALS OF READING (15 2-hour sessions. Meets Tuesdays and Thursdays)

Description/Objective:	To increase the employee's reading comprehension and vocabulary.
Eligibility:	For all clerical employees needing to improve their reading comprehension and vocabulary, as determined by the Reading Diagnostic Test.
Prerequisites:	Reading Diagnostic Test.
Certification:	No more than two absences. All assignments completed. Successful completion of course requirements.
Frequency:	As needed.

7561 BASIC TRAVEL VOUCHER TRAINING (Self-study course through Career Development Center.)

Description/Objectives:	To be able to properly: 1. Prepare a travel advance. 2. Figure per diem. 3. Prepare a statement of comparative costs. 4. Complete a travel voucher.
Eligibility:	All clerical employees whose duties require them to prepare travel vouchers or other forms related to travel.
Certification:	Participation in all segments of the class. Proper completion of sample travel vouchers which include figuring comparative costs and per diem.
Frequency:	Continuous basis in the Secretarial Skills Center.

7556 LANGUAGE SKILLS (Between 30-40 hours. Meets on Mondays, Wednesdays, and Fridays in the Secretarial Skills Center)

Description/Objectives:
1. To acquire clear understanding of the parts of speech.
2. To acquire working knowledge of the accepted standards of grammar.

Eligibility: All clerical employees needing to review the fundamentals of grammar, as determined by the English Diagnostic Test.

Prerequisites: English Diagnostic Test.

Certification: No more than 2 absences.
All classwork assignments completed.
Successful completion of unit quizzes and final exam.

Frequency: Continuous basis in the Secretarial Skills Center.

7543 BEGINNING TYPING (Varies 40-60 hours. Meets on Mondays, Wednesdays and Fridays)

Description/Objectives: The student will be able:

1. To acquire a working knowledge of the entire keyboard.
2. To type two 5-minute timed writings at 30 wpm with no more than 4 errors.

Eligibility: Clerical employees who have no knowledge of typing. Clerical employees who type fewer than 30 wpm in 5 minutes.

Prerequisites: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Certification: No more than 5 absences.
Working knowledge of the entire keyboard.
Pass two 5-minute timed writings at 30 wpm with 4 errors or fewer.

Frequency: Continuous basis in the Secretarial Skills Center.

SPEED/ACCURACY DRILLS FOR TYPISTS (20-40 hours. Meets on Mondays, Wednesdays, and Fridays)

Description/Objectives: In two 5-minute timed writings, the student will:

1. Increase typing speed by at least 10 wpm (with no more than 3 errors) over the student's pretest.

Eligibility: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Working knowledge of the entire keyboard. Minimum speed of 30 wpm with 4 errors or less, or pass Beginning Typing.

Certification: No more than 5 absences. Pass two 5-minute timed writings at a rate based on individual goals.

NOTE: This course DOES NOT include correspondence preparation, tables, centering, or statistical typing. See Intermediate Typing.

7544 INTERMEDIATE TYPING (Varies 20-30 hours. Meets on Mondays, Wednesdays and Fridays)

Description/Objectives: In two 5-minute timed writings (students will have either a speed or accuracy goal based upon their pretests), student will be able to:

1. Increase typing speed by at least 10 wpm with no more than three errors, or
2. Increase accuracy to no more than three errors without losing original speed.

To be proficient in the typing of any or all of the following depending upon individual job needs:

1. Centering
2. Numbers and Symbols
3. Letters
4. Tables
5. Manuscripts
6. Memoranda
7. Envelopes, telegrams, and post cards

Eligibility: Clerical employees who type at least 30 wpm with 4 errors or fewer for 5 minutes on the Typing Pretest, or pass Beginning Typing.

Prerequisites: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Certification: No more than 5 absences.
Pass two 5-minute timed writings at a rate based upon speed and accuracy goal.
Properly set up and type a centering problem, a table, a letter and a memorandum.

Frequency: Continuous basis in the Secretarial Skills Center.

REFRESHER TYPING (Varies 20-40 hours. Meets Mondays, Wednesdays and Fridays)

Description/Objectives: In two 5-minute timed writings (each student will have either a speed or accuracy goal based upon their pretests), student will:

1. Increase typing speed by at least 10 wpm with no more than three errors, or
2. Increase accuracy to no more than three errors without losing original speed.
3. Be proficient in the typing of advanced office problems from rough drafts.
4. Increase productivity rate on office problems by at least 5 wpm.

Eligibility: Clerical employees who can demonstrate a working knowledge of the fundamentals of typing tables, memos, letters, and centering problems and who can type at least 40 wpm with 3 errors or fewer on the Typing Pretest, or pass Intermediate Typing.

Prerequisites: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Certification: No more than 5 absences.
Pass two 5-minute timed writings at a rate based upon speed and accuracy goal.
Properly set up and type advanced office problems at a rate speed of at least 5 wpm faster than the beginning speed in the class.

Frequency: Continuous basis in the Secretarial Skills Center.

ELECTRONIC TYPEWRITING (E.T.) (Varies 20-40 hours. Meets Mondays, Wednesdays, and Fridays.)

Description/Objectives:

At the end of this course, the student will be able to:

1. Identify the existing and potential capabilities and features of the electronic typewriter.
2. Given hands-on training, perform the standard operations of an electronic typewriter.

Training is available on each of the following models of electronic typewriters:

Canon AP-3000
Canon AP-350
Canon AP-500
Canon AP-550
Xerox 6455
Xerox 625
Xerox 630
Adler 1020
Adler 6015

Eligibility: For employees who are, or will be, required to use an electronic typewriter on the job.

Prerequisites: None.

Certification: Successfully complete all classroom assignments and pass a final examination with 80% accuracy or higher.

Frequency: Continuous basis in the Secretarial Skills Center.

KEYBOARDING TECHNIQUES FOR PROFESSIONALS (Varies 20-40 hours. Meets on Mondays, Wednesdays, and Fridays.)

Description/Objectives: The student will be able to:

1. Acquire a working knowledge of the entire keyboard.
2. Type two 5-minute timed writings at 30 wpm with no more than four errors.

Eligibility: Employees in professional positions who have no knowledge of typing or who type fewer than 30 wpm in five minutes.

Prerequisites: None.

Certification: No more than 5 absences.
Working knowledge of the entire keyboard.
Pass two 5-minute timed writings at 30 wpm with four errors or fewer.

Frequency: Continuous basis in the Secretarial Skills Center.

7540 BEGINNING SHORTHAND (GREGG DIAMOND JUBILEE) (Varies 50-80 hours. Meets Mondays, Wednesdays and Fridays)

Description/Objectives:

1. To gain knowledge of the basic theory of shorthand.
2. To be able to take shorthand at 50 wpm with 95% accuracy for 3 minutes.

Eligibility: Clerical employees with no previous shorthand instruction.

Prerequisites: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Certification: No more than 5 absences.
All homework assignments completed.
Pass two 3 minute takes at 50 wpm with 95% accuracy on non-previewed material.

Frequency: Continuous basis in the Secretarial Skills Center.

7545 SHORTHAND THEORY REVIEW (GREGG DIAMOND JUBILEE) (Varies 30-60 hours. Meets on Mondays, Wednesdays and Fridays)

Description/Objectives:	1. To review all aspects of shorthand theory. 2. To be able to take shorthand at 50 wpm with 95% accuracy for 3 minutes.
Eligibility:	Clerical employees who have previously studied Gregg Shorthand, but who can no longer take 50 wpm with 95% accuracy.
Prerequisites:	Proficiency in English, determined by analysis of the English Diagnostic Test results. A basic knowledge of Gregg Diamond Jubilee Shorthand Theory.
Certification:	No more than 5 absences. All homework assignments completed. Pass two 3-minute takes at 50 wpm with 95% accuracy on non-previewed material.
Frequency:	Continuous basis in the Secretarial Skills Center.

7541 INTERMEDIATE SHORTHAND (GREGG DIAMOND JUBILEE) (Varies 30-50 hours. Meets on Mondays, Wednesdays and Fridays)

Description/Objectives:	1. To increase shorthand speed and accuracy to at least 80 wpm with 95% accuracy for 3 minutes. 2. To build vocabulary and outline accuracy. 3. To develop the ability to transcribe mailable letters.
Eligibility:	Clerical employees who can take at least 50 wpm for 3 minutes with 95% accuracy, but not more than 80 wpm on the Shorthand Pretest, or, pass Beginning Shorthand or Shorthand Theory Review.
Prerequisites:	Proficiency in English, determined by an analysis of the English Diagnostic Test results.
Certification:	No more than 5 absences. All homework assignments completed. Pass two mailable letters at 40 wpm and two at 60 wpm. Pass two 3-minute takes at 80 wpm with 95% accuracy on non-previewed material.
Frequency:	Continuous basis in the Secretarial Skills Center.

7542 REFRESHER SHORTHAND (GREGG DIAMOND JUBILEE) (Varies 15-30 hours. Meets on Mondays, Wednesdays and Fridays)

Description/Objectives:
1. To increase shorthand transcription accuracy and speed by at least 20 wpm (students will have speed goals based on their pretests).
2. To increase ability to transcribe mailable letters (students will have transcription goals based on their pretests).

Eligibility: Clerical employees who can take at least 80 wpm with 95% accuracy for 3 minutes on the Shorthand Pretest, or pass Intermediate Shorthand.

Prerequisites: Proficiency in English, determined by an analysis of the English Diagnostic Test results.

Certification: No more than 5 absences.
All homework assignments completed.
Pass 3-minute takes with 95% accuracy based upon speed goal.

Pass two mailable letters based upon transcription goal.

Frequency: Continuous basis in the Secretarial Skills Center.

7546 MACHINE TRANSCRIPTION (Varies 20-40 hours. Meets on Monday, Wednesdays and Fridays)

Description/Objectives:
1. To acquire proficiency in the use of a machine transcriber.
2. To develop the ability to transcribe mailable letters at 15 wpm or
3. To increase ability to transcribe mailable letters by at least 5 wpm.

Eligibility: Clerical employees who type at least 40 wpm and whose duties require the use of a machine transcriber.

Prerequisites: Proficiency in English, determined by an analysis of English Diagnostic Test results.
Type at least 40 wpm with three errors or fewer.
Properly set up and type a letter and a memorandum.

Certification: No more than 5 absences.
Transcribe two mailable letters at 15 wpm or at a speed at least 5 wpm faster than beginning speed.

Frequency: Continuous basis in the Secretarial Skills Center.

WORD PROCESSING CONCEPTS (15 hours classroom, 10 hours on-the-job activities)

Description/Objectives:	Word processing has far-reaching effects on all aspects of the office environment. Many of the issues and concerns which surround the introduction of technology are addressed throughout this program. It encourages the secretary to think about his/her own future and how it may be affected by word processing systems. This program shows the student those features and functions which are common to most word processing systems, and assists the secretary in identifying those functions which appear on his/her particular word processor.
Eligibility:	For all secretaries (or clerical employees) with: 1. Limited experience (less than 1 yr.) with any word processing system. 2. Experience limited to using only one type of word processor. 3. Typing ability of 40 wpm with 3 or less errors. *4. Access to a word processor in their offices. Student will need to complete approximately 10 hours of on-the-job assignments over a 2-week period.
Prerequisites:	None. This is the only course in the Secretarial Skills Center which does not require English and Reading Pretesting.
Certification:	Successfully complete all classwork; complete the Guided Discovery Manual on the job; participate in all group discussions in class. Pass two written quizzes at 80 percent or higher.
Frequency:	Continuous basis in the Secretarial Skills Center.

*NOTE: This is a critical training requirement. Individuals who cannot have this access should not be enrolled.

WORD PROCESSING OPERATIONS

Description/Objectives: Using a Wang microcomputer, the instructor will provide the student with hands-on instruction. The student will be able to:

1. Create a document
2. Perform basic text editing
3. Use the printing function
4. Design the format of a document
5. Copy and move text
6. Design and create glossary entries

Eligibility: For all secretaries or clerical employees who are required to use a word processor on the job.

Prerequisites: Successful completion of Word Processing Concepts.

Certification: To be determined.

Frequency: To be determined.

WORD PROCESSING APPLICATIONS (This course will be available by September 1, 1984.)

Description/Objectives: The instructor will provide the student with hands-on training on a Wang microcomputer. The student will be able to prepare the following:

1. Two IRS letters
2. Two IRS memoranda
3. A report
4. A statistical table

Eligibility: For all secretaries or clerical employees who are required to use a word processor on-the-job.

Prerequisites: Successful completion of Word Processing Concepts and Word Processing Operations.

Certification: To be determined.

Frequency: To be determined.

Continuing Professional Education

A Continuing Professional Education Program for Secretaries is conducted each year for Nationa Office secretaries. Generally, it consists of a series of 2-day seminars on topics selected to enhance the professional growth and development of experienced secretarial staff. Previous topics have included:

Management/Leadership Skills
Professional Image
Time Management
Office Automation
Oral Communications
Writing Skills
Human Relations/Interpersonal Skills
Stress Management

Details on these seminars will be announced throughout the year. These seminars will be conducted by outside consultants who are experts in each subject area.

EQUAL EMPLOYMENT OPPORTUNITY (EEO) TRAINING

7510 EEO ADVISORY COMMITTEE MEMBER TRAINING (2 days classroom)

Description/Objectives: At the end of this course the trainee will be able to:

1. Describe the role of the EEO Advisory Committee and committee members;
2. Interview applicants for the EEO Counselor position;
3. Conduct effective and efficient committee meetings;
4. Deliver effective briefings or presentations; and
5. Identify and solve problems.

Eligibility: EEO Advisory Committee members

Certification Requirements: Must complete all segments of the course.

Frequency: Restricted availability (contact course coordinator).

9934 EEO COUNSELOR TRAINING - See Interregional training

9963 PREVENTION OF SEXUAL HARASSMENT TRAINING (4 hours classroom)

Description/Objectives: At the end of this course managers and/or employees will be able to recognize sexual harassment (what it is, when it occurs) and state what their responsibilities are in preventing sexual harassment.

Eligibility: No requirements

Certification Requirements: Successful completion.

Frequency: As needed.

9969 SPECIAL EMPHASIS PROGRAM MANAGER TRAINING (4 days classroom)

Description/Objective: At the end of this course the trainee will be able to perform the duties of the Special Emphasis Program Manager.

Content: Subject matter areas included in this course are: Organization and legal basis of affirmative action, program management, FEORP, CADE, and presentations to management.

Eligibility: Newly appointed EEO Coordinators, Federal Women's Program Managers, Hispanic Employment Program Managers, Black Program Managers and CADE Program Managers serving at the Assisatnt Commissioners area of equivalent level.

Certification Requirements: Successful completion of all portions of the course.

Frequency: Every six months. Currently offered through Interregional Training program (scheduled to be deleted at the end of FY 86). Local availability restricted. Contact course coordinator.

9967 MANAGING A DIVERSE WORKFORCE (2 days classroom)

Description/Objectives: The purpose of this course is to increase a manager's awareness of sterotypes, prejudices, and other attitudes which can create barriers to equal employment opportunities, and the effect these attitudes can have on a manager's behavior. The course also aims at developing and/or reinforcing skills to effectively manage a diverse workforce.

Eligibility: Managers and supervisors.

Prerequisites: None, however recommend participants first complete Management Practices Course (MPC).

Certification Requirements: Successful completion of all course objectives.

Frequency: Restricted Availabiliaty (contact course coordinator).

9996 EEO SELF-INSTRUCTIONAL CORE MODULES

Description/Objectives: The purpose of this course is to provide a broad based overview of the EEO program and processes.

Content: The course is a series of 4 modules and a glossary which covers the EEO program as follows:

Glossary of EEO Terms
Module A: Introduction to EEO
Module B: Affirmative Action Planning Process
Module C: Introduction to the EEO Complaint Process
Module D: Introduction to Personnel

	Eligibility:	The course is designed for EEO Counselors, EEO Investigators, EEO Officers, EEO Specialists, collateral-duty EEO Coordinators and Special Emphasis Program Managers, and Managers.
	Certification Requirements:	The modules are to be read in order, depending on the individual's occupation. After completing the applicable modules, self-assessments (tests) are distributed. Some classroom training courses will be using these modules as a prerequisite to the class.
	Prerequisites:	None
	Frequency:	As needed.
9997	EEO INVESTIGATOR TRAINING	See Interregional Training

MINICOMPUTER TRAINING

Minicomputer training classes are scheduled on a quarterly basis. All functional areas will be notified of scheduled training in advance. Functions will be asked to nominate individuals for training based on specific work plans and assignments established.

Functions should nominate only key people to attend formal classroom training. Once training for selected individuals has been completed, employees should be able to provide on-the-job assistance to others in the organization.

Supervisors of nominated individuals are responsible for ensuring that each applicant nominated has completed the required pre-requisite training (as applicable) and that nomination forms are documented apropriately.

Zilog 8000

Individuals requiring Zilog training will likely fall into one of these categories: (1) non-technical employees or end users, (2) Applications Developers, and (3) Systems Administrators. The following pages contain a definition of each of the three categories along with recommended curriculum for each category. For a description of each course offered, refer to page 2-56.

A "Guide for Zilog Training" is also provided to assist functions in establishing a training plan for each individual nominated.

MICROCOMPUTER TRAINING

The National Office Training and Development Branch has training in microcomputer operating systems, such as MS-DOS, and a variety of the most frequently used commercial applications programs, such as dBase III, Wordstar and Lotus 1-2-3.

All functional areas will be notified of scheduled microcomputer training programs, eligibility requirements for trainees, and slot allocations in these classes. The functions will be asked to nominate employees meeting the eligibility requirements to attend these programs.

If you have any questions regarding microcomputer training, please contact the Microcomputer Training Program Manager.

INTRODUCTION TO PERSONAL COMPUTERS WITH MS-DOS (1 day classroom)

Objectives:

An introductor course for users, applications developers and administrators who will be using personal computers.

At the end of the course, students will be able to:

-- Describe the hardware components of the PC and their functions (keyboard, screen, printer, disk drive).

-- Describe proper care and maintenance of the hardware.

-- Describe proper care and maintenance of files.

-- List the basic software available for PC and explain the uses and benefits of each.

-- Use User's Manual and reference guides to resolve error message prompts.

-- Identify the specific funtions of the MS-DOS operating system.

-- Load MS-DOS into RAM.

-- Perform elementary MS-DOS functions such as calling up DIR, displaying the contents of a file, copying the contents of one file to another, deleting a file.

Eligibility: Individuals with no prior PC experience.

Prerequisites: None.

Certification Requirements: Successful completion of course.

INTRODUCTION TO WORDSTAR FOR CLERICALS (2 days classroom)

Objectives: At the end of the course, students will be able to:

-- Access the Wordstar system from the operating system.
-- Create, display and save a document using Wordstar.
-- Retrieve a previously created document or file, revise it, save the new version and display or print the result.
-- Identify the important default settings in Wordstar and demonstrate their use.
-- Describe the functions of the main Wordstar menu selections.
-- Identify several of the major functions performed by the spelling packages.

Eligibility: Clerical who will be performing word processing functions on the microcomputer.

Prerequisites: Introduction to the Personal Computer with MS-DOS.

Certifications Requirements: Successful completion of course.

INTRODUCTION TO WORDSTAR FOR ANALYSTS (1/2 day classroom)

Objectives: At the end of the course, students will be able to:

-- Access the Wordstar system from the operating system.
-- Create, display and save a document using Wordstar.
-- Retrieve a previously created document or file, revise it, save the new version and display or print the result.
-- Identify the important default settings in Wordstar and demonstrate their use.
-- Describe the functions of the main Wordstar menu selections.
-- Identify several of the major functions performed by the spelling packages.

Eligibility: Analysts who will be performing word processing functions on the microcomputer.

Prerequisites: Introduction to the Personal Computer with MS-DOS.

Certification requirements: Successful completion of course.

INTRODUCTION TO MULTIMATE FOR CLERICALS (1 day classroom)

Objectives:	At the end of the course, students will be able to: -- Access the Multimate applications program from the operating system. -- Call up the main menus and select options from those menus as appropriate. -- Create, display, edit and save a document using Multimate. -- Retrieve a previously created document on file, revise it and save the new version. Display and print the result.
Eligibility:	Clericals who will be performing word processing functions on the microcomputer.
Prerequisites:	Introduction to the Personal Computer with MS-DOS.
Certification Requirements:	Successful completion of course.

INTRODUCTION TO DBASE III (2 days classroom)

Objectives:	At the end of the course, the student will be able to:
	-- Define field, record, and file.
	-- Access dBase II from DOS.
	-- Create files.
	-- Look through the directory containing dBase files.
	-- Load data into a database.
	-- Edit the database.
	-- Add records to the database.
	-- Modify structure of the database.
	-- Sort data on a key field.
	-- Create index files.
	-- Generate reports.
	-- Transfer data to/from other compatible software packages.
	-- Identify the limitations of dBase III.
Eligibility:	Users who will be using the dBase III applications program.
Prerequisites:	Introduction to the Personal Computer with MS-DOS.
Certification Requirements:	Successful completion of course.

INTRODUCTION TO LOTUS SYMPHONY (2 days classroom)

Objectives:

At the end of this course, the student will be able to:

-- Identify several types of applications for Symphony.

-- Explain the relationship between applications software, such as Symphony, and the operating system.

-- Access Lotus Symphony from the operating system.

-- Design and set up a spreadsheet using Symphony.

-- Perform basic data management functions such as setting up data base, sorting and performing other manipulations, retrieving data based on criteria.

-- Create, revise and print documents using the word processing features.

-- Produce line, bar, pie charts from spreadsheet data.

-- Transfer data to/from other software packages.

-- Transfer data to/from other machines using the data communications functions.

Eligibility: Users responsible for the entry, maintenance, calculation and reporting of data either in spreadsheet or data base format.

Prerequisites: Introduction to the Personal Computer with MS-DOS.

Certification Requirements: Successful completion of course.

INTRODUCTION TO LOTUS 1-2-3 (2 days classroom)

Objectives: At the end of this course, the student will be able to:

-- Identify several types of applications suitable for spreadsheet use.

-- Explain the relationship between applications software, such as Lotus, and the operating system.

-- Access Lotus from the MS-DOS operating system.

-- Design and set up a spreadsheet.

-- Use formulas in a spreadsheet.

-- Produce line, bar, pie charts from spreadsheet data.

-- Sort data in numerical or alphabetical order.

-- Transfer data to and from other software packages.

Eligibility: Users responsible for the entry, maintenance, calculation and reporting of data in a spreadsheet format.

Prerequisites: Introduction to the Personal Computer with MS-DOS

Certification Requirements: Successful completion of course.

INTRODUCTION TO MS-DOS FOR SYSTEMS ADMINISTRATORS (1 day classroom)

Objectives: At the end of this course, the student will be able to provide required end user support and ensure system security and integrity. Specifically, the student will be able to:

-- Copy, rearrange, delete files.

-- Explain the differences between internal and external commands.

-- Create files using the line editor.

-- Transfer data to or from hard disks and floppy disks.

-- Format disks.

-- Perform bulk copy and delete functions.

INTRODUCTION TO MS-DOS FOR SYSTEMS ADMINISTRATORS (Continued)

Objectives (Continued):

-- Recover erased or damaged files.

-- Create batch files using the batch commands (echo, for, go to, etc.).

-- Create specific user environments using AUTOEXEC batch files.

-- Explain the hierarchical file structure of MS-DOS.

-- Create and delete directories.

-- Move from directory to directory.

-- Change the search path for executable files.

-- Redirect input and output.

-- Use "pipes".

-- Use various commands including: Diskcopy, Mode, Tree, Path, etc.

-- Demonstrate use of function keys for MS-DOS.

Eligibility: Individuals designated as systems administrators for microcomputer systems.

Prerequisites: None.

Certification Requirements: Successful completion of course.

PROCEDURES AND DOCUMENTATION WORKSHOP (1 day classroom)

Objectives: This program will instruct users and applications developers in the Agency standards for documenting applications and effective office procedures and practices with regard to information systems.

Eligibility: Users and applications developers.

Prerequisites: Introduction to the Personal Computer with MS-DOS.

Certification Requirements: Successful completion of course.

READEX FICHE

DATA COMMUNICATIONS FOR PERSONAL COMPUTERS (2 days classroom)

Objectives: At the end of this course, the student will be able to:

-- define basic data communications concepts including:
- Codes, characters, duplex
- Asynchronous vs. synchronous
- Levels of protocol (osi reference model)
- Modem functions
- RS-232 vs. parellel interface
- Error handling techniques

-- List several PC communications software packages and their major features.

-- Understand the common compatibility problems associated with PCs.

-- Understand basic concepts of local area networks.

Eligibility: Individuals designated to plan or set up data communications systems.

Prerequisites: Introduction to the Personal Computer with MS-DOS.

Certification Requirements: Successful completion of course.

ADVANCED DBASE II (2 dyas classroom)

Objectives: At the end of this course, the student will be able to:

-- Use dBase commands to kink data files and perform other advanced functions.

-- Develop file management systems including personnel rosters, phone directories, inventories, etc.

-- Develop calendaring systems.

-- Design menu driven user interfaces to perform common office functions.

-- Integrate with Lotus 1-2-3 spreadsheets.

Eligibility: Applications developers with training and/or experience in the use of data base software.

Prerequisites: Introduction to dBase III.

Certification Requirements: Successful completion of course.

ADVANCED LOTUS 1-2-3 (2 days classroom)

Objectives:	At the end of this course, the student will be able to: -- Use Lotus 1-2-3 menu commands to perform advanced functions. -- Develop file management systems including personnel rosters, phone directories, etc. -- Develop calendaring systems. -- Develop tracking systems. -- Interface to other applications (dBase, Wordstar, etc.)
Eligibility:	Applications developers with training and/or experience in the use of electronic spreadsheets.
Prerequisites:	Introduction to Lotus 1-2-3.
Certification Requirements:	Successful completion of course.

EMPLOYEE POSITION	Zilog courses should be taken in the sequence listed below from left to right.									
	Intro. to UNIX	UNIX for Appl/Dev	Basic System Admin.	Informix	Self-Study Tutorial Multiplan	XED 2	"C" Shell	Adv Sys Admin.	"C" Lang	Exec Over-view
PROGRAMMER	Req'd	Req'd	Req'd	Opt	Opt	Opt	Req'd		Req'd	
SYSTEM ADMINISTRATOR	Req'd	Req'd	Req'd	Opt	Opt	Opt	Req'd	Req'd	Req'd	
APPLICATIONS DEVELOPER	Req'd	Req'd	Req'd	Opt	Opt	Opt	Req'd		Req'd	
END USER: DATA BASE MANAGEMENT	Req'd	Req'd		Req'd						
ACCOUNTING (SPREADSHEET)	Req'd				Req'd					
ADMIN. ASSISTANTS and CLERICALS	Req'd					Req'd				
EXECUTIVE/MANAGER										Req'd

Req'd = Required
Opt = Optional

9501 UNIX OVERVIEW (approximately 3-4 hours self-study)
Available in the Career Development Center, Room G-026

Description/Objectives: This is a first course in understanding the UNIX operating system. The course will provide the employee with an understanding of the UNIX operating environment and its major features and facilities. It is not intended to give hands-on skills.

This course consists of six videotapes and a student guide. The topics are:

1. An introduction
2. Files, Data Bases, Data Communications
3. Commands
4. The Shell
5. Programmer's Workbench
6. Security and C Language

Eligibility: Any non-technical user of the UNIX operating system on the Zilog minicomputer.

Pre-requisites: This course is intended for persons with previous programming experience. We recommend that non-programmers take an ADP Concepts course or equivalent prior to viewing this overview.

9503 Introduction to UNIX (1 day classroom)

Description/Objectives: A basic introduction to and an overview of the concepts and capabilities of a UNIX-based operating system, and an introduction to the vi (Full Screen) editor. Hands-on experience is provided. Logging on/off procedures, use of the IRS menu, file structure, access rights, and some basic UNIX commands and terminology are covered. This course is presented as a separate entity and is a pre-requisite course for:

UNIX for Applications Developers	(#9504)
Basic Systems Administration	(#9505)
XED2 (Wordprocessing)	(#9506)
INFORMIX (Database Management)	(#9508)

Eligibility Requirements: None.

Pre-requisites: None.

9505 BASIC SYSTEMS ADMINISTRATION (4 days classroom)

Description/Objectives: At the end of this course, the student will be able to provide required end user support and ensure system security and integrity. Topics covered are:

Introduction to Systems Administration
Zilog System 8000 -- Hardware Overview
The ZEUS File System
Backup and Recovery
Bringing Up and Modifying ZEUS
Adding and Removing Users
Security Considerations
Maintaining System Data Files
System Performance Monitoring
System Optimization
Communicating With System Users
Interactive Comunication
Processes and Killing Processes

Eligibility: This course is primarily for Systems Administrators who are responsible for the care, security and maintenance of Zilog systems, adding and removing users, and providing protection of users' data.

Pre-requisites: Programming experience in at least one language. Experience interfacing with computer hardware. Experience using UNIX commands. Courses 9503 and 9504.

9506 XED2 Wordprocessing (2 days classroom)

Description/Objectives: This course provides in-depth information on XED commands and capabilities. Topics covered are:

Overview of XED (master menu, create a document, cursor movement, and delete/insert/backspace)
Margins and Tabs
Paragraphs
Blocking
Special Print Attributes
Spelling Check
Find, Search and Replace
Block Math
Page Layout and Dot Command
Flags for Print Formatting
Utility Programs

Eligibility: This course is designed for secretaries, clericals and administrative assistants who use the Zilog for word processing.

Pre-requisites: Course 9503, Introduction to UNIX is recommended but not necessary. No previous word processing experience is required.

9507 MULTIPLAN (On-line Tutorial)

This course can be taken by individuals in their functional areas. Functions may obtain the installation tape from the N.O. Zilog Training Program Coordinator located in Room 1013. The on-line tutorial allows individuals to learn at their own pace. This course is designed for use with student text material also available from the Zilog Training Program Coordinator.

Topics covered are:

Fundamentals of Building a Spreadsheet
Entering Formulas
Naming Cells and Copying
Printing a Worksheet
Using Multiple Worksheets
Synopsis - Elements of MULTIPLAN

Eligibility: This course is designed for non-technical employees and programmers who work with budgets, forecasts and financial reports.

Pre-requisites: The employee must have a conceptual understanding of the spreadsheet and the math necessary to construct one.

9508 INFORMIX (4 days classroom)

Topics covered are:

Introduction to Data Base Management
An Overview of INFORMIX
Use of Editor (ex, vi, etc.) to create a database specification
Creating a database with INFORMIX
Entering and Modifying Data
INFORMER Query Language
ACE Relational Report Writer
PERFORM Custom Screen Generation
DBSTATUS Database Monitor
Customized Applications via C Language Interface within INFORMIX Database

Eligibility: This course is designed for programmers, analysts and systems designers who will be developing applications in their areas.

Pre-requisites: Programming experience in at least one language.
A working knowledge of one editor.
A conceptual understanding of database management.
Course 9504, UNIX for Applications Developers

9512 EXECUTIVE OVERVIEW (3 days classroom)

Description/Objectives: This course is designed to familiarize executives with the utility of the Zilog and to supply them with an orientation to some of the commonly used ZEUS commands. Topics covered are:

1. Computer Orientation
   Current Technology
   Where Zilog Fits
   Operating Systems

2. Zilog System 8000
   Hardware Configuration and Capabilities
   UNIX/ZEUS Overview
   Software Capabilities

3. Applications Workshop
   Command/Communication Capabilities
   - Electronic Mail, Talk, Write,
     Executive Calendar

   Multiplan
   - Concepts
   - Design Spreadsheet
   - Manipulating Information

   XED
   - Concepts
   - Edit Memo
   - Program Function Keys

   Database Concepts and Facilities
   INFORMIX
   - Concepts
   - Input Report
   - Arrange Fields
   - Manipulate

Eligibility: Executives and Mid-level Managers who need to know the capabilities of the Zilog in their offices.

Pre-requisites: None.

9513 ADVANCED SYSTEMS ADMINISTRATION (4 days classroom)

Description/Objectives: This course emphasises UNIX functions for user control and accounting, backup and recovery from system failures, file system management, system operation, performance enhancement, and maintenance. The course utilizes a variety of advance topics as well as providing hands-on experience simulating real life situations.

Eligibility: Primary Systems Administrators

Pre-requisites: Course 9505, Basic Systems Administration
Course 9510, C-Shell (Script) Programming

INTERREGIONAL TRAINING

A number of specialized training courses are conducted on an interregional basis. Because these courses are for small numbers of employees, the National Office and Regions "pool" their training requirements to ensure timeliness of training and efficient use of training facilities and materials. This is the basis for interregional training. Interregional courses are hosted in each Region and the National Office.

During the third quarter, the National Office Training and Development Branch surveys National Office Assistant Commissioner (A/C) areas and the Office of the Chief Counsel to determine the training needs of employees within their functions. Interregional courses are part of this planning process. These results are submitted to the Training and Development Division. Course slots are allocated, within the limits of the training budget, based upon projected training needs.

Managers must continually monitor the training needs of their employees and to contact the National Office Human Resources Branch when these needs change. The National Office Human Resources Branch conducts a mid-year planning process providing managers with the opportunity to reassess their training requirements for the last half of the fiscal year.

When a course is entered on the Interregional Schedule, National Office Human Resources Branch will send Instructor Nomination Profile forms, Trainee Nomination Profile forms and Interregional Nomination forms to the functional areas which have been give slots for a particular course. Each function will nominate employees to fill the course slots allocated. The nominating official, usually the nominee's immediate supervisor, will be required to complete an Interregional Nomination form (Form M-6887) and an Interregional Trainee/Instructor Nomination Profile form for each nominee. These forms should be submitted to the Interregional Scheduling Coordinator no later than four weeks prior to the beginning of class. Nominations for Interregional Training classes will not be accepted without the above forms.

The following list of courses, listed by course number, are offered on an interregional basis.

2213 Special Compliance Program (Employment Tax) (This course was previously referred to as "R.O. Examination of Employment Tax Returns".) (12-day program)

Description/Objectives:	This course prepares Revenue Officers to participate in a special compliance program aimed at examining compliance with the employment tax laws. Knowledgeable and experienced revenue officers are trained to conduct examinations of taxpayer books and records in the area of employment taxes. The course includes lessons on principles of accounting, employer/employee relationships, statutory employees, independent contractors, FICA and FUTA taxes, and employment tax examination techniques. Students will complete an employment tax audit as part of a two-day workshop at the close of the course.
Eligibility:	The course is limited to experienced revenue officers who have volunteered or been selected to participate in this study.
Certification Requirements:	During the course of the study, instructors will not complete student evaluations.
Frequency:	This course will be offered as new districts enter the program, or as replacement Special Compliance Officers are needed.

2229b Special Procedures for Tax Examiners (10-day program)

Description/Objectives:	Designed to train new Special Procedures Tax Examiners in the technical subjects necessary for the occupation. This course consists of a classroom training guide which is self instructional and can be used as a job aid prior to classroom training.
Eligibility:	Newly hired Special Procedures Tax Examiners
Pre-requisites:	None
Certification:	Successful completion of the course

9619 MPC for Revenue Officer First Level-Managers (10-day program)

Description/Objectives:	This course is designed to teach general management skills as well as the functional skills required of a first-line manager.
Eligibility:	First line group managers who have been on the job 2-6 months.
Pre-requisites:	Completion of a self-instructional on-the-job training package.

Collection New Analyst Training (3-day program)

Description/Objectives:	This course provides new Collection analysts with the skills necessary to perform their jobs. Pre-classroom training includes orientation to offices throughout Collection, as well as written material on subjects such as the role of an analyst, completed staff work, and using Collection reports. The classroom portion of the course is taught with a case study approach. Students will work case studies which demonstrate important analyst responsibilities such as how to conduct field visitations, convene task forces, and prepare analyses.
Eligibility:	Employees newly selected as National Office Collection analysts.
Certification Requirements:	Completion of the course.
Frequency:	Twice a year.

2242 Offers in Compromise (10-day program)

Description/Objective:	To teach experienced Revenue Officers the skills and procedures involved in the investigation of Offers in Compromise.
Eligibility:	Experienced Revenue Officers assigned to Offer in Compromise investigations.
Pre-requisites:	In-depth knowledge of Revenue Officer procedures.
Certification:	Successful completion of the course.

2250 Revenue Officer CBT Training Program (one year)

Description/Objectives:	Designed to advance trainees to the full Revenue Officer working level through self-instructional computer based lessons, classroom instruction and on-the-job training. The course will be piloted in June, 1986. Materials should be available Servicewide about mid FY '87. (This course is dependent upon the installation of the Automated Training System).
Eligibility:	Newly hired Revenue Officers
Pre-requisitions:	None
Certification:	Successful completion of the training program.

2270 Revenue Officer Training (one year)

Description/Objective:	This course was designed to parallel the Computer Based Revenue Officer Training Course.

2720 DISCLOSURE OFFICER (72 hours classroom)

Description/Objectives:	To provide new disclosure personnel with basic knowledge and skills in their major areas of responsibility.
Eligibility:	All newly selected disclosure officers, assistant disclosure officers and disclosure specialists. Other persons whose positions involve disclosure duties and responsibilities, such as back-up disclosure officers, disclosure assistants, and disclosure coordinators.
Prerequisites:	None, but Course 2726 may be taken if this course is not immediately available.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

2726 DISCLOSURE FUNCTIONAL COORDINATOR TRAINING (10-12 hours self-instruction)

Description/Objectives:	To provide new Disclosure Functional Coordinators with basic knowledge and skill needed in their supporting role of the Disclosure Program.
Eligibility:	All newly selected Disclosure Functional Coordinators.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3050 BASIC PUBLIC AFFAIRS (15 days classroom)

Description/Objectives:	The program is designed to provide training for newly designated Public Affairs Officers and backup Public Affairs Officers. Half of class time is spent in small groups with trainees working on realistic public affairs problems.
Eligibility:	Newly designated Public Affairs Officers and backup (part-time) Public Affairs Officers.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3051 PUBLIC AFFAIRS PROGRAM MANAGEMENT (10 days classroom)

Description/Objectives:	Course focuses on long-range planning and implementation of taxpayer information and public affairs programs. The course assumes that trainees have mastered the basics of operating a public affairs office and addresses the role of the PAO as a consultant to management.
Eligibility:	Incumbent Public Affairs Officers who have been on the job at least one year.
Prerequisites:	Basic Public Affairs (No. 3050).
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3118 FIDUCIARY COURSE FOR EXAMINERS (10 days classroom)

Description/Objectives:	To teach experienced Revenue Agents and Estate Tax Attorneys the income tax provisions relating to estates and trusts.
Eligibility:	Journeyman Revenue Agents, Estate Tax Attorneys.
Prerequisites:	Participants should have an understanding of legal terminology and a general understanding of how estates and trusts originate and operate.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3128b BASIC INCOME TAX LAW FOR ENGINEER REVENUE AGENTS (14 days classroom)

Description/Objectives:	This is a two phase course. The first phase includes subjects common to all members of the engineering program. The second phase includes subject matter pertinent to the individual's specific discipline.
Eligibility:	Newly hired Engineer Revenue Agents.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	Once a year.

3129b ESTATE AND GIFT TAX FOR ATTORNEYS UNITS I AND II

Description/Objectives: Unit I (20 days) is designed to provide Estate and Gift Tax Attorneys the basic concepts for examining Estate and Gift Tax returns.

Unit II (10 days) will follow formal on-the-job training and will consist of techniques used for evaluating property and interests in property for Estate and Gift Tax returns. Unit II includes a more sophisticated treatment of frequently encountered problems in Estate and Gift Tax return examinations.

Eligibility: Newly hired Estate and Gift Tax Attorneys.

Prerequistes: None

Certification Requirements: Successful completion of course.

Frequency: As needed.

3130 EXCISE TAX LAW (13 days classroom)

Description/Objectives: The following topics are included in the course:

a. Highway and aircraft use tax.
b. Retailers' excise tax based on weight or volume.
c. Manufacturers' excise tax based on selling price.
d. Manufacturers' excise tax based on weight or volume.
e. Credits and refunds.
f. Wagering.
g. Facilities and services.
h. Returns, penalties and miscellaneous provisions.
i. Report procedures.
j. Financial recordkeeping.

Eligibility: Experienced examiners (Revenue Agents and Tax Auditors) who are newly assigned to excise tax examinations.

Prerequisites: None.

Certification Requirements: Successful completion of course.

Frequency: As needed.

3131 INCOME TAX LAW TRAINING FOR ESTATE TAX ATTORNEYS (9 days classroom)

Description/Objectives:	Specialized training in portions of Internal Revenue laws pertaining to income tax, which are considered applicable to the examination of estate and gift tax returns and valuation problems.
Eligibility:	Estate Tax Attorneys who have not attended the Revenue Agent Unit Training Programs or not had at least one year of recent experience in preparing income tax returns or related experience before employment with the IRS.
Prerequisites:	Accounting course. (This may be waived for attorneys who have experience or training in accounting comparable to six college credits.)
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3133a INTERNATIONAL ISSUES, UNIT I (20 days classroom)

Description/Objectives:	Covers the basic areas of international taxation including Section 482 allocations, Controlled Foreign Corporations, Domestic International Sales Corporations (DISC) and the Foreign Tax Credit.
Eligibility:	All new International Issues Examiners. Also Appeals Officers, Tax Law Specialists and Chief Counsel Attorneys who are or will be primarily concerned with international issues areas.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3133b INTERNATIONAL ISSUES, UNIT II (16 days classroom)

Description/Objectives:	Covers difficult and complex areas of international taxation with emphasis on Puerto Rican allocations, economic aspects of Section 482, foreign exchange, consolidated returns, earnings and profits, and examination techniques covering IRC 482 and foreign tax credits.
Eligibility:	All new International Issues Examiners. Also Appeals Officers, Tax Law Specialists and Chief Counsel Attorneys who are or will be primarily concerned with international issues areas.
Prerequisites:	International Issues, Unit I plus one year of OJT that included a case load comparable to cases covered in Unit I.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3139 EXAMINATION REVIEWER TRAINING

Description/Objectives:	Training to enable beginning revenue agents and office audit reviewers, given a cases file, to function effectively in all aspects of review in a reasonable amount of time and with minimal supervision.
Eligibility:	Examination personnel permanently assigned to review examination cases. Newly assigned reviewers should complete this training within six months of their assignment.
Prerequisites:	Pre-classroom reading (approximately two days) to be completed not less than two weeks before class begins.
Certification Requirements:	Successful completion of course.
Frequency:	As needed

3142 EMPLOYMENT TAXES (9 days classroom)

Description/Objectives:	To provide Examination personnel with the knowledge and skills required to work employment tax examinations.
Eligibility:	Examination personnel who will devote a substantial portion of their time to employment tax examinations.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3148 SPECIAL ENFORCEMENT (9 days classroom)

Description/Objectives:	To train Revenue Agents in the tasks necessary for an in-depth examination.
Eligibility:	All Revenue Agents who will be assigned to special enforcement activities.
Prerequisites:	Completion of Revenue Agent, Unit III. Attained journey level and have 3 years experience as a Revenue Agent.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3149 VALUATION FOR EXAMINATION PERSONNEL (5 days classroom)

Description/Objectives:	To provide Estate Tax Attorneys with the fundamental concepts and methods of valuation through the use of valuation case studies typical of valuation problems in an examination.
Eligibility:	Estate Tax Attorneys.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3160 TRAINING PROGRAM FOR COMPUTER AUDIT SPECIALISTS

Description/Objectives: This is a four phase program designed to train incumbent revenue agents to become computer audit specialists. Duties include analyzing complex ADP accounting systems and performing record evaluations pursuant to Revenue Ruling 71-20; determining the best method of examining an ADP accounting systems; assisting in examinations by performing computer audit techniques; and, designing and developing examination computer programs.

The four phases of classroom training are broken down as follows:

Phase I - 10 days including travel
Phase II - 25 days including travel
Phase III - 25 days including travel
Phase IV - 15 days including travel

The course involves the use of contract instructors for classroom Phases II, III, and IV.

Eligibility: Qualified GS-11, GS-12 with promotion potential to GS-13 and GS-14 revenue agents.

Prerequisites: None

Certification Requirements: Successful Completion

Frequency: Number of classes for each phase is limited to two classes per year.

3161 COMMODITY FUTURES FOR EXAMINERS (10 days classroom)

Description/Objectives: Specialized training to enable participants to recognize, develop and prepare for litigation, if necessary, abusive tax shelters using futures; options; and, financial instruments.

Eligibility: All members or managers of a commodity specialty group.

Prerequisites: None.

Certification Requirements: Successful completion of the course.

Frequency: As needed.

3164 CEP CASE MANAGER TRAINING (9 days classroom)

Description/Objectives:	Teach Case Managers how to effectively plan and organize resources available to them in the audit of large cases in the Coordinated Examination Program.
Eligibility:	All new CEP Case Managers.
Prerequisites:	Selection as a CEP Case Manager.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3165 COMPUTER SYSTEMS AND AUDITING TECHNIQUES (4 days classroom)

Description/Objectives:	Trainees will be able to analyze an accounting system and determine what useful automated data processing information is available for audit purposes.
Eligibility:	Revenue Agents (GS-11 and above) who will be examining records produced by a computer and for group managers, Large Case Managers, Branch Chiefs and specialists involved with the examination of computerized records.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3168 CEP TEAM MEMBER TRAINING (9 days clasroom)

Description/Objectives:	Teach team members how to apply and use their primary technical expertise in order to participate in the audit of large cases.
Eligibility:	Examiners selected to participate in the audit of CEP cases.
Prerequisites:	Completion of Revenue Agent, Unit IV with a minimum of three years experience as an Internal Revenue Agent.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3171 SUMMARY WITNESS (3 hours classroom)

Description/Objectives:	This training is designed for use as needed for those highly experienced examiners who are selected to work with the United States Attorney as summary witnesses. It is not intended for examiners who will give fact testimony during the trial of a case which the examiner worked.
Eligibility:	Examiners who have been selected to be criminal tax trial summary witnesses.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3172 BASIC STATISTICAL SAMPLING FOR EXAMINATION PERSONNEL (8 days classroom)

Description/Objectives:	To teach Revenue Agents how to design, develop, execute and evaluate statistical sampling plans for the examination of taxpayer's books and records.
Eligibility:	Revenue Agents (GS-11/13) and Examination Specialists.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3174 ADVANCED STATISTICAL SAMPLING FOR AUDIT PERSONNEL (9 days classroom)

Description/Objectives:	To provide Computer Audit Specialists with the knowledge and skills to perform the duties of the Sampling Specialist position.
Eligibility:	Computer Audit Specialists who are selected for the Sampling Specialist position.
Prerequisites:	Basic Statistical Sampling for Audit Personnel (No. 3172).
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3180 WINDFALL PROFIT TAX (4 days classroom)

Description/Objectives: Following topics are covered:

a. Explanation of Windfall Profit Tax Law
b. Windfall Profit definitions
c. DOE pricing system
d. Suggested audit procedures
e. Administrative procedures applicable to Windfall Profit Tax Law
f. Report Writing Guide
g. Computer Audit Specialist involvement in Windfall Profit tax examinations.

Eligibility: All managers, computer audit specialists, engineers, and examiners who will be concerned with Windfall Profit Tax enforcement.

Prerequisites: Basic Oil and Gas Taxation (No. 3185) or equivalent knowledge and experience.

Certification Requirements: Successful completion of course.

Frequency: As needed.

3183 RETURN PROGRAM MANAGER

Description not available at time of publication; contact the Interregional Training Coordinator.

3185 BASIC OIL AND GAS TAXATION (4-1/2 days classroom)

Description/Objectives: To teach students terminology used in the petroleum industry, operational procedures and accounting practices within the petroleum industry, and the laws governing the domestic petroleum industry.

Eligibility: Internal Revenue Agents, Tax Auditors.

Prerequisites: Tax Auditors must complete Tax Auditor Training, Unit III.

Certification Requirements: Successful completion of course.

Frequency: As needed.

3186 ADVANCED OIL AND GAS TAXATION (4-1/2 days classroom)

Description/Objectives:	Examines complex domestic petroleum industry issues.
Eligibility:	Experienced Internal Revenue Agents who will be examining the more complex domestic petroleum industry issues.
Prerequisites:	Basic Oil and Gas Taxation (No. 3185) or equivalent experience and/or training.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3192 NON-LIFE INSURANCE INCOME TAX LAW (11 days classroom)

Description/Objectives:	In-depth training that provides experienced examiners with the knowledge and skills necessary to examine non-life insurance company returns.
Eligibility:	Examiners who have several years of experience in complex examinations.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3193 LIFE INSURANCE INCOME TAX LAW (17 days classroom)

Description/Objectives:	In-depth training that provides experienced examiners with the knowledge and skills necessary to examine life insurance company returns.
Eligibility:	Examiners who have several years of experience in complex examinations.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

3194 DISCLOSURE TRAINING FOR EXAMINATION PERSONNEL (6 hours classroom)

Description/Objectives:	To assist Examination technical personnel to understand disclosure rules as they apply to their job.
Eligibility:	Revenue Agents, Tax Auditors, Estate and Gift Tax Attorneys, and their managers.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

4210 EMPLOYEE PLANS - PHASE I (29 days classroom Undergoing Revision. Various aspects will change.)

Description/Objectives:	Teach the basic Examinations and Determinations issues relating to EP tax law.
Eligibility:	All new EP specialists.
Prerequisites:	None.
Certification Requirements:	Successful completion of the course.
Frequency:	As needed.

4220 EMPLOYEE PLANS - Phase II (19 days classroom)

Description/Objectives:	Teach advanced Examinations and Determinations issues relating to Employee Plans law.
Eligibility:	Experienced EP specialists who will be examining more complex Employee Plans.
Prerequisites:	Phase I and successful completion of the on-the-job training.
Certification Requirements:	Successful completion of the course.
Frequency:	As needed.

4235 EMPLOYEE PLANS LAW FOR MANAGERS (10 days classroom)

Description/Objectives:	Teach top level EP managers who have limited EP job experience technical tax law relative to Employee Plans.
Eligibility:	All top level EP managers having limited EP job experience; all EP managers (as a refresher).
Prerequisites:	None.
Certification Requirements:	Successful completion of course.

4250 VALUATION ISSUE TRAINING FOR EMPLOYEE PLANS PERSONNEL

Description not available at time of publication; contact the Interregional Training Coordinator.

4251 EXEMPT ORGANIZATIONS TAX LAW (20 days classroom)

Description/Objectives:	A comprehensive study of the Federal Tax Law as it relates to Exempt Organizations. It provides an adequate background in tax-exempt organizations.
Eligibility:	All new Exempt Organizations Specialists.
Prerequisites:	Basic Income Tax Law Course for Exempt Organizations Specialists (No. 4254).
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

4252 EXEMPT ORGANIZATIONS EXAMINATION (10 days classroom)

Description/Objectives:	Emphasizes the examination of returns filed by exempt organizations, including private foundations. It includes report writing case problems dealing with those categories of exempt organizations with the highest frequency of examinations. Comprehensive coverage will be given to examination technique guidelines and examination objectives.
Eligibility:	Incumbent EO Specialists who will be assigned to the examination activity.
Prerequisites:	EO Tax Law (No. 4251).
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

4253 FARMERS' COOPERATIVES TAX LAW (4 days classroom)

Description/Objectives:	Examines taxation of cooperatives under IRC 521 and sub-chapter T, and includes Examination Technique Guidelines, case problems and supplementary reading materials.
Eligibility:	EO Specialists who will be examining returns filed by exempt farmer cooperatives.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

4254 BASIC INCOME TAX LAW FOR EO SPECIALISTS (14 days classroom)

Description/Objectives:	To familiarize the new employee with those income tax law subjects absolutely essential to the EO Specialists in determination and examination work.
Eligibility:	Newly hired EO Specialists with no prior in-service training in income tax law.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

6126 VALUATION TRAINING FOR APPEALS OFFICERS (1 day pre-class, 4 days classroom)

Description/Objectives:	To acquaint Appeals Officers with general valuation concepts and the application of such concepts to issues in cases under active consideration for settlement.
Eligibility:	Appeals Officers.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

6127 ESTATE AND GIFT TAX LAW FOR APPEALS OFFICERS (13 days classroom)

Description/Objectives:	To give Appeals Officers who handle estate and gift tax cases a basic understanding of the history of estate and gift taxes and the Internal Revenue laws, regulations, and leading cases pertaining to estate and gift taxes.
Eligibility:	Appeals Officers who have limited knowledge of estate and gift tax law.
Prerequisites:	Nominees should have, where possible, a legal background.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

6136 APPEALS RECORDS CLERK (4 days classroom)

Description/Objectives:	Examines the more complex procedures, forms completion and AIMS related processes handled by the Records Section.
Eligibility:	Recruit Appeals Records Clerks.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

6137 APPEALS OFFICER TRAINING (1-1/2 days pre-class, 8-1/2 days classroom)

Description/Objectives:	Provides students with fundamentals of conference procedures and practices within the IRS Appeals function. Principal emphasis is placed on effective conduct of conferences, settlement authority and practice and rules of evidence.
Eligibility:	New Appeals Officers who have been on the job at least three weeks.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

6210-01 PROBLEM RESOLUTION OFFICER TRAINING (52 hours classroom)

Description/Objectives:	This course is designed to train newly designated regional service center and District Problem Resolution Officers.
Eligibility:	All newly designated regional, service center, and District Problem Resolution Officers who have had three to six months on the job. National Office Problem Resolution Program Specialists may also attend.
Prerequisites:	Course 9966-C Problem Resolution Program Criteria, 9966-D Problem Resolution Program Case Coding System, and 6213 Problem Resolution Office Management Information System (PROMIS).
Certification Requirements:	Completion of course.
Frequency:	Twice a year.

6210-03 PROBLEM RESOLUTION OFFICER TRAINING PRE-CLASS (self-instructional)

Description/Objectives:	This course provides an orientation to the Problem Resolution Program.
Eligibility:	Problem Resolution Officers, Assistant Problem Resolution Officers, National Office PRP staff must complete this course before attending the classroom portion of the training.
Certification Requirements:	Form 5092
Frequency:	As needed.

6213 PROBLEM RESOLUTION OFFICE MANAGEMENT INFORMATION SYSTEM (PROMIS) TRAINING (16 hours self-instruction)

Description/Objectives:	This course provides hands on training for all PRP employees to use PROMIS. PROMIS is a computerized inventory and control system that operates on the ZILOG computer.
Eligibility:	All Problem Resolution Program staff.
Prerequisites:	Course 9966-C PRP Criteria and 9966-D Case Coding System.
Certification Requirements:	Completion of course.
Frequency:	As needed.

9966-C PROBLEM RESOLUTION PROGRAM CRITERIA (2 hours self-instruction)

Description/Objectives:	This course will enable employees to determine which taxpayer complaints or inquiries should be included in the Problem Resolution Program.
Eligibility:	All employees that in their normal course of duty may identify PRP cases.
Prerequisites:	None.
Certification Requirements:	Form 5092.
Frequency:	Should be given to new hires and annually as a refresher.

9966-D PROBLEM RESOLUTION PROGRAM CASE CODING SYSTEM (2 hours self-instruction)

Description/Objectives:	This course trains employees to enter appropriate case codes on Form 5543 Problem Resolution Record.
Prerequisites:	Course 9966-C PRP Criteria.
Certification Requirements:	Form 5092.
Frequency:	As needed.

9727 RESTRICTED INTEREST EXAMINER (8 days classroom)

Description/Objectives:	To provide training on the identification of the computation of interest for, and the processing of, restricted interest cases.
Eligibility:	Restricted interest examiners; other Service Branch employees designated as back-up restricted interest examiners.
Prerequisites:	Special Processing Examiner Training and the required OJT.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9822 BASIC PAYROLL/PERSONNEL PROCESSING (9 days classroom)

Description/Objectives	To prepare the student to: a. Find and use needed information in the Internal Revenue Manual, Federal Personnel Manual, Silver and Permits Manuals. b. Make determinations necessary for processing actions. c. Complete typical personnel items and track their completion. d. Answer questions normally encountered by personnel clerks.
Eligibility:	Personnel Clerks
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9824 BASIC POSITION CLASSIFICATION (10 days classroom)

Description/Objectives:	To prepare the student to: a. Prepare complete and accurate position descriptions. b. Determine the proper series, title and grade for a number of IRS positions classified under OPM Narrative FES, Supervisory and Work Leader Classification Standards.
Eligibility:	Automatic--Personnel specialist or generalist recently assigned significant position classification responsibilities. Non-Automatic--Personnel Specialist or generalist with a demonstrated need for this training; nominated and approved EEO Specialists.
Prerequisites:	Up to 6 months job experience in Personnel.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9825 BASIC POSITION MANAGEMENT (9 days classroom)

Description/Objectives:	This course is designed to present the student with a variety of professional techniques in order to develop and advocate position management recommendations. This course will enable the student to economically and effectively organize the number and level of positions required by an organization to accomplish its mission.
Eligibility:	Position Management Specialists.
Prerequisite:	Up to 6 months job experience in Personnel.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9827 CORRECTING EMPLOYEE PERFORMANCE AND CONDUCT (9 days classroom)

Description/Objectives:	This course is designed to prepare Labor Relations personnel to evaluate and process disciplinary actions.
Eligibility:	Labor Relations Specialists involved in disciplinary actions.
Prerequisite:	Up to 6 months job experience in Personnel.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9830 RECRUITER TRAINING (4 days classroom)

Description/Objectives:	To prepare recruiters and other employees responsible for local recruiting activities to perform the major duties of this job. This course will also provide refresher training for those employees who have some experience and training in recruiting.
Eligibility:	Automatic--Professional/technical employees designated as recruiters; EEO Specialists. Non-Automatic--Professional personnel employees for whom the local personnel officer determines it desirable and in accordance with the provisions of IRM 0931, Personnel Management Career Program Handbook.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9831 LABOR RELATIONS SKILLS (4 days classroom)

Description/Objectives:	To prepare students in the following areas: a. Analyze and investigate grievances. b. Prepare statement of case. c. Analyze and investigate unfair labor practice charges. d. Hold informal meetings. e. Write settlement agreements of final responses. f. Determine whether information can be released to an employee or his/her representative.
Eligibility:	Labor Relations Specialists.
Prerequisites:	Up to 6 months job experience in Personnel.
Certification requirements:	Successful completion of course.
Frequency:	As needed.

9801a. BASIC TRAINING FOR IRS TRAINERS (Pre-classroom)

Description:	This is an orientation for the new Training and Development employee. It consists of a series of reading assignments and suggested job activities completed largely at the employee's post of duty. It will take the new employee about 40 hours to complete the pre-reading and exercises.
Eligibility:	Employee Development Specialists, Course Developer/Instructors, other employees assigned to Resources Management with responsibility for accomplishing Training and Development tasks.
Prerequisites:	None.
Certification Requirement:	Successful completion of the course.
Frequency:	As needed.

9801b. BASIC TRAINING FOR IRS TRAINERS (10 days classroom)

Description/Objectives: The classroom training module covers three major areas:

1. The performance analysis process which is designed to acquaint new trainers with the process of determining solutions to employee performance problems.

2. The course design and development process which teaches the various steps in the course development effort from task analysis to the design and development of course material.

3. Preparing material for publication which prepares the student to complete the review process, to complete the various documents for having material published, and to write the manual transmittal governing the new or revised program.

Eligibility:	Same as eligibility for pre-classroom program.
Prerequisites:	Completion of pre-classroom activities.
Certification Requirements:	Successful completion of the course.
Frequency:	As needed.

9836 STAFFING SPECIALIST (9 days classroom)

Description/Objectives: To prepare the student to do the following:

a. Select appropriate method for filling a vacancy.
b. Describe and support emphasis programs and EEO programs.
c. Determine competitive status, reinstatement, and restoration.
d. Under merit promotion program, determines area of consideration, recognize or write a correct vacancy announcement, qualify eligible candidates, ensure completion of performance evaluation forms in accordance with manual and contract directives, document and process proper selections.
e. Coordinate a recruiting program.
f. Work and document a certificate.
g. Determine proper pay of employees in a variety of situations, such as demotions, reemployments, merit pay.

Eligibility: Automatic--Professional employees currently performing staffing work.
Non-Automatic--Other professional employees in accordance with provisions of IRM 0931, Personnel Management Career Program Handbook; nominated and approved EEO Specialists.

Prerequisites: Up to 6 months job experience in Personnel.

Certification Requirements: Successful completion of course.

Frequency: As needed.

9850a. SURVEY OF TELECOMMUNICATIONS (14 days classroom)

Description/Objectives: To provide training in basic telecommunications concepts, products, and services.

Eligibility: Communications Analysts and Communications Managers.

Prerequisites: None.

Certification Requirements: Successful completion of course.

Frequency: Determined by contract.

9850b. DATA COMMUNICATIONS (seven and a half days classroom)

Description/Objectives:	To provide training in data communications concepts, methods systems components, and network management and maintenance.
Eligibility:	Communications Analysts.
Prerequisites:	Survey of Telecommunications Course
Certification Requirements:	Successful completion of course.
Frequency:	Determined by contract.

9850c. ADVANCED DATA COMMUNICATIONS (seven and a half days classroom)

Description/Objectives:	To provide training in system design/alternatives and the project implementation process.
Eligibility:	Communications Analysts.
Prerequisites:	Data Communications Course.
Certification Requirements:	Successful completion of course.
Frequency:	Determined by contract.

9850d. NETWORKS AND SWITCHING SYSTEMS (seven and a half days classroom)

Description/Objectives:	To provide training in switching techniques network configuration, PBX and ACD technology and hands on computerize network design.
Eligibility:	Communications Analysts.
Prerequisites:	Advanced Data Communications Course.
Certification Requirements:	Successful completion of course.
Frequency:	Determined by contract.

9850e. TELECONFERENCING (4 days classroom)

Description/Objectives:	To provide training in the role of the telecommunications analyst and conducting a conference using effective communications media.
Eligibility:	Communications Analysts.
Prerequisites:	Survey of Telecommunications.
Certification Requirements:	Successful completion of course.
Frequency:	Determined by contract.

9850f. LEGAL AND REGULATORY ASPECTS OF TELECOMMUNICATIONS (4 days classroom)

Description/Objectives:	To provide training in the telecommunications industry regulatory structure, interpreting various tariffs, revising steps in government procurement of non-tariffed telecommunications services and equipment.
Eligibility:	Communications Analysts.
Prerequisites:	Survey of Telecommunications.
Certification Requirements:	Successful completion of course.
Frequency:	Determined by contract

9854 FACILITIES MANAGEMENT ANALYST TECHNIQUES, PHASE I (10 days classroom)

Description/Objectives:	To provide the analyst with the analytical techniques and skills necessary for an effective systematic approach to problem solving, program and project management.
Eligibility:	Automatic--Facilities Management Analysts. Non-automatic--Facilities Management Managers Branch Chiefs, and Management Assistants.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9857 TRANSPORTATION AND TRAFFIC MANAGEMENT (10 days classroom)

Description/Objectives:	To provide students with the background and knowledge necessary to select required traffic management services in the most effective and economical manner.
Eligibility:	Automatic--Employees currently working or scheduled to work in transportation and traffic management functions. Non-Automatic--Management personnel or other Facilities Management employees.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9860 OFFICE PLANNING, ANALYSIS & DESIGN (10 days classroom)

Description/Objectives:	To train selected FM Personnel in the details of project development and management, space and work station planning, and design principles.
Eligibility:	Automatic (in priority order)-- (a) FM Analysts assigned to Space and Property programs whose work involves active participation in office and work station design projects. (b) Regional Space and Property Analysts; National Office Space and Property Analysts and Interns. (c) Designers and Architects. Non-automatic--All others.
Prerequisites:	FM Analyst Techniques, Phases I and II are recommended.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9861 FORMS ANALYSIS AND DESIGN (5 days classroom)

Description/Objectives:	To provide trainees with the basic analytical skills and knowledge necessary to design and produce efficient forms for recording, transmitting and processing information.
Eligibility:	Automatic--Forms Management Analysts; Forms Designers; other employees responsible for developing and preparing forms for national, regional, district and service center use. Non-Automatic--Management personnel.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9862 RECORDS MANAGEMENT (5 days classroom)

Description/Objectives:	To prepare students to plan and manage records programs, projects and studies.
Eligibility:	Records Management Analysts or other Facilities Management Analysts with collateral duties for Records Management.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9867 PRINCIPLES IN PRACTICE: STANDARDS OF CONDUCT FOR FEDERAL PROCUREMENT PERSONNEL (2 hours classroom)

Description/Objectives:	To renew employee awareness of the ethical implications and challenges of procurement responsibilities and provide knowledge as to how to meet those challenges effectively.
Eligibility:	Automatic--all Contracting, Purchasing and Support Personnel in Procurement Offices. Non-Automatic--Personnel who prepare contract specifications, inspect and accept contract deliverables or are designated as Contracting Officer's technical representatives in contract or purchase/delivery orders; managers who supervise procurement organizations; auditors, attorneys, budget and accounting personnel, or others whose responsibilities involve procurement issues.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9868 MAIL MANAGEMENT (5 days classroom)

Description/Objectives:	To provide mail coordinators with the knowledge and skills to manage mail programs and identify areas for cost savings or other improvement.
Eligibility:	FM Analysts with direct responsibility for the mail management program.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9875 PHYSICAL AND PERSONAL SECURITY ANALYST

Description/Objectives:	To provide new physical security personnel with basic knowledge and skills to: perform such things as compliance and safeguard reviews; develop occupant emergency plans and security awareness programs.
Eligibility:	Newly selected physical security personnel and coordinators responsible for the physical security program and computer security personnel who would benefit from cross-training.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9885 COMPUTER SECURITY ANALYST TRAINING (5 days classroom)

Description/Objectives:	The primary purpose of this course is to introduce students to vulnerabilities of computer systems, techniques to assess the risk involved, and implementation of controls to safeguard computer systems.
Eligibility:	All newly selected computer security analysts and managers. Other persons whose duties involve computer security responsibilites such as coordinators, or physical security analysts who would benefit from cross-training.
Prerequisites:	None.
Certification Requirements:	Successful completion of course.
Frequency:	As needed.

9934 EEO COUNSELOR TRAINING (4 days classroom)

Description/Objectives: At the end of this course, the trainee will be able to:

1. Participate in the selection of EEO counselors.
2. Provide input into the development of the management on progress made under the Affirmative Action Plan.
3. Participate effectively in meetings and on task forces.

Incorporates the EEO Class Complaint Counseling Course (formerly 9961) and the EEO Counselor Mediation Techniques course (formerly 9989). Both courses are now obsolete.

Prerequisite: EEO Self-Instructional Modules

9969 SPECIAL EMPHASIS PROGRAM MANAGER TRAINING (4 days classroom)

Description/Objectives: At the end of this course the trainee will be able to perform the duties of the Special Emphasis Program Manager.

Content: Subject matter areas included in this course are: organization and legal basis of affirmative action, program management, FEORP, CADE, and presentations to management.

Eligibility: Newly appointed EEO Coordinators, Federal Women's Program Managers, Hispanic Employment Program Managers, Black Program Managers and CADE Program Managers serving at the Assistant Commissioner's area or equivalent level.

Certification Requirements: Successful completion of all portions of the course.

Frequency: Currently offered through Interregional Training program (scheduled to be deleted at the end of FY 86).

Local availablity restricted. Contact course coordinator.

9997 EEO INVESTIGATOR TRAINING (4 days classroom)

Description/Objectives:	At the end of this course, the trainee will be able to function as an EEO Investigator. Specific skills include ability to describe the EEO discrimination complaints processing system and interview persons involved in formal complaints.
Eligibility:	Required for all newly appointed EEO Investigators.
Certification Requirements:	Successful completion.
Frequency:	As needed.

CAREER DEVELOPMENT CENTER

The National Office Career Development Center, located in Room G-026, is designed for employees who want to improve their present job knowledge or acquire new knowledge. The Center provides courses that will assist employees seeking career opportunities, serve as aids to upward mobility, and inform managers and technicians of the most recent theories and practices in management, communications and other technical areas.

Courses available in the Career Development Center are listed in this guide. Each course listing indicates the method of instruction, the course objectives, recommendations for course selection, and the average amount of time needed to complete the course.

Method of Instruction

Courses offered by the Career Development Center are designed for individual self-paced instruction. Most of them use the programmed instruction method. In programmed instruction, information is presented to students in small units or steps. Students are then required to answer a question based on that material. They are able to check their answers against the correct responses immediately, and this feedback reinforces what they have learned.

Teaching programs are prepared in many formats, including textbooks, audio cassettes, filmstrips, videotapes, programs for special teaching machines and computer-assisted instruction (CAI). In most cases, the variety of materials in the Center allows the students to choose the methods which best suit their needs.

Although the courses in the Center are self-instructional, the Career Development Center staff is available to offer assistance. In conjunction with the National Office Personnel Branch's Career Counseling Program, the staff is prepared to counsel students about career opportunities in IRS.

Placement of Individuals

Success in individual study depends to a great extent upon matching the individual's goals and abilities with an appropriate course. At the Career Development Center, placement tests covering many areas are available to prospective students, and these can be quite helpful in course selection. The scores of such tests are used only in the planning of coursework. Where no placement test is available, the Center Coordinator will interview the employee in order to plan a study program.

Scheduling

Students are scheduled on Mondays and Wednesdays for one hour each day or on Tuesdays and Thursdays for an hour and a half each day, beginning at 8:30 a.m. and ending at 4:30 p.m. Special schedules can be arranged as needed.

Reference Material

Federal Career Opportunities is a commercial compilation of jobs available in the Federal Government, published biweekly. This publication is available in the Career Development Center as a career-related reference service for all National Office employees.

Enrollment

Employees needing a course in the Center should complete an enrollment request, which may be obtained by calling 566-3562 or by visiting the Center in Room G-026. Requests, complete with the immediate supervisor's signature, may be returned in person or mailed to the Career Development Center Coordinator, PM:S:N:T, Room 1013. The Coordinator will contact the prospective student as soon as facilities are available for the employee to begin the course. At that time the Coordinator and the employee will work out a schedule of attendance, and necessary pretesting will be arranged if it has not already been completed.

Once the employee is enrolled, both employee and manager should recognize the commitment to attend regularly. This time has been set aside for the employee's training. The great demand for Career Development Center facilities, as well as the student's own need for significant progress, makes effective use of this time important.

Employees will receive recognition for successfully completing a course in the Center. The Center will notify immediate supervisors of course completion and a record of completion will be placed in the employee's Official Personnel Folder.

Any employee desiring more information about the Center may contact the Career Development Center Coordinator on 566-3562. The Career Development Center adds new courses on a continuous basis. Therefore, check with the Coordinator for the latest course information.

COURSE LISTING

ADP IN IRS

Description/Objectives: At the end of this course the student will be able to:

1. Describe the relationships between ADP functions and other functional areas.
2. Describe the general structure of the ADP system.
3. Apply the general concepts needed to understand specific ADP Handbook instructions.
4. Describe the effect of ADP Handbook instructions on activities in the ADP system.

Recommended for: Employees who want an overview of the IRS ADP system.

Method: Self-instructional text with testing.

ADVANCED BUSINESS AND COMMERCIAL LAW

Description/Objectives: To apply business and commercial law principles to the auditing of income tax returns.

The following subjects are covered:

Elements of Law
Contracts
Sales
Bailments
Carriers
Agents and Agencies
Insurance
Limitation of Action, Waiver, Estoppel
Surety and Guarantor
Bills and Notes
Bonds
Conflicts of Laws
Personal Property
Real Property
Wills
Administration of Decedents' Estates
Partnership
Joint Stock Association
Corporation Law
Insolvency, Bankruptcy, Receivers

Recommended for: Tax Auditors or others who have a need for this subject area training.

Method: Self-instructional text with testing.

EVIDENCE AND PROCEDURE

Objectives:

At the end of this course the student will be able to describe the process of building up evidence in income tax cases preparatory to litigation before the Tax Court of the U.S. and the Federal Courts. The course covers civil cases primarily.

The following are covered:

- IRS Procedures and the Federal Courts
- Evidence and Shortcuts to Evidence
- Admissions
- Relevance
- Kinds of Evidence
- Documentary Evidence
- Documentary Evidence: Authentication
- Discovery and Constitutional Rights and Expectations
- Hearsay
- Testimonial Evidence
- Privileged Communications
- Burden of Proof
- The IRS Employee as a Witness
- Documents: Special Rules

Recommended for:

Employees who develop or present facts for tax determinations cases.

Method:

Programmed text with testing.

ENGLISH 2200, 2600, 3200

Objectives:

1. To use parts of speech correctly in speaking and writing.
2. To place modifiers and punctuation correctly in written material.
3. To construct grammatically correct simple and complex sentences.

Recommended for:

Employees needing a general review of English grammar.

Method:

Programmed texts with testing.

ENGLISH AND WRITING

ENGLISH 2600 (27 hours)

Objectives:	1. To use nouns, pronouns, verbs and modifiers correctly. 2. To use commas, apostrophes and quotation marks correctly.
Recommended for:	Employees wanting to learn or review sentence structure and to use correct grammar and punctuation.
Method:	Programmed text.

ENGLISH 3200 (30 hours)

Objectives:	1. To construct complex sentences using subordinate clauses. 2. To write smooth-running simple and complex sentences. 3. To place modifiers, pronouns, and punctuation correctly. 4. To avoid dangling modifiers.
Recommended for:	Employees with an understanding of simple sentence structure who need an introduction to or review of complex sentence construction.
Method:	Programmed text.

PUNCTUATION (13 hours)

Objective:	To use commas, semicolons, apostrophes, quotation marks, parentheses, brackets and hyphens correctly.
Recommended for:	Employees who need a review of or an introduction to punctuation.
Method:	Programmed text.

CAPITALIZATION (11 hours)

Objective:	To capitalize correctly.
Recommended for:	Employees who need to learn or review the basic rules of capitalization.
Method:	Programmed text.

COMMAS (6 hours)

Objective:	To place commas correctly.
Recommended for:	Employees who need an introduction to or review of proper use of commas.
Method:	Programmed text.

HANDY GUIDE TO GRAMMAR AND PUNCTUATION (11 hours)

Objectives:	1. To punctuate correctly. 2. To edit for grammar and punctuation.
Recommended for:	Employees who need to review punctuation and grammar rules.
Method:	Programmed text.

AGREEMENT OF SUBJECT AND VERB (8 hours)

Objectives:	1. To identify verbs, subjects, adjectives, adverbs, and prepositional phrases. 2. To apply the rules for subject and verb agreement.
Recommended for:	Employees who need a review of or introduction to agreement of subject and verb.
Method:	Self-instructional text.

EFFECTIVE REVENUE WRITING (26 hours)

Objectives:	To write effectively and concisely.
Recommended for:	Employees interested in an intensive review of basic writing principles and their application.
Method:	Self-instructional text.

BETTER BUSINESS LETTERS (14 hours)

Objectives:	1. To write concise sentences. 2. To write in a style that keeps readers interested. 3. To write opening and closing sentences.
Recommended for:	Employees knowledgeable in English grammar who write business letters.
Method:	Programmed text.

WRITING SKILLS SERIES

WRITING SKILLS (16 hours)

Objective:	To write well-structured simple, compound, and complex sentences.
Recommended for:	Employees needing instruction in sentence construction and writing skills.
Method:	Programmed text.

BASIC VOCABULARY SKILLS (10 hours)

Objectives:	1. To define new words using knowledge of prefixes, roots, suffixes, and context clues. 2. To apply this knowledge to specific subject matter (the physical, life, and behavioral sciences and the humanities).
Recommended for:	Employees who want to improve their general vocabularies and discover practical ways to learn and remember an academic/technical vocabulary.
Method:	Programmed text.

BUSINESS WRITING SKILLS (1-1/2 hours)

Objectives:	To be able to: 1. list principles of good writing. 2. develop techniques of clarity. 3. organize written reports.
Recommended for:	All employees who wish to improve basic writing skills.
Method:	Series of 5 filmstrips, audiocassettes, and workbooks.

EFFECTIVE REVENUE WRITING I

Objective: To write effectively and concisely.

Recommended for: Employees interested in an intensive review of basic grammatical principles and their application.

Method: Self-instructional text with testing.

BASIC SPELLING SKILLS

Objectives:

1. To spell commonly misspelled words correctly.
2. To form word plurals correctly.
3. To spell words that are homonyms or contain double or silent letters.

Recommended for: Employees who need to review the basic rules of spelling, have problems forming plural words, and/or cannot spell difficult words.

Method: Programmed text and workbook with testing.

AGREEMENT OF SUBJECT AND VERB

Objectives:

1. To identify verbs, subjects, adjectives, adverbs, and prepositional phrases.
2. To apply the rules for subject and verb agreement.

Recommended for: Employees who need a review of or introduction to agreement of subject and verb.

Method: Self-instructional text with testing.

COMMAS

Objectives: To place commas correctly.

Recommended for: Employees who need an introduction to or review of proper use of commas.

Method: Programmed text with testing.

CAPITALIZATION

Objective: To capitalize correctly.

Recommended for: Employees who need to learn or review the basic rules of capitalization.

Method: Programmed text with testing.

Effective Writing for Executives (6 hours)

Objective: 1. The employee will be able to organize ideas effectively by order of importance.

Recommended for: Employees needing to improve their writing skills.

Method: Text and Six Audio Cassettes

Put It in Writing (6 hours)

Objectives:

1. Identify the six principles of clear writing.
2. Develop positive attitudes toward writing.
3. Measure the clarity of written documents.
4. Practical tips on organizing thoughts.

Recommended for: All employees desiring to improve their writing skills.

Methods: Text and Audiovisual (six tapes)

READING IMPROVEMENT

READING SKILLS SERIES

These seven courses may be taken individually or as a series. They are designed for advanced readers who wish to improve specific reading techniques.

READING TO DISCOVER ORGANIZATION (8 hours)

Objective:	To state the key ideas of a written passage.
Recommended for:	Employees who need to extract and organize information from what they read.
Method:	Programmed text.

READING FOR SIGNIFICANT FACTS (11 hours)

Objectives:	To recognize, understand and remember significant facts.
Recommended for:	Employees who need to extract the most important facts from large amounts of written material.
Method:	Programmed text.

READING AT EFFICIENT RATES (3 hours)

Objectives:	To increase reading speed while maintaining or increasing comprehension.
Recommended for:	Employees wanting to read rapidly with high comprehension.
Method:	Programmed text.

READING FOR THE MAIN IDEA (10 hours)

Objectives:	To recognize the main ideas of paragraphs.
Recommendedfor:	Employees seeking practice in identifying a paragraph's main idea.

TIME-LIFE SPEED READING SYSTEM (10 hours)

Objectives:	1. To use the most efficient speed for the type of material being read. 2. To increase reading speed while maintaining adequate comprehension.
Recommended for:	Employees interested in increasing their reading speed who already read with good comprehension.
Method:	Video cassette, workbook and full-length book.

BASIC MATHEMATICS SERIES

The series objectives are to use mathematical concepts and logical reasoning in problem solving. "CAI" indicates a course that uses computer-assisted instruction.

BASIC MATHEMATICS I (13 hours)

Objectives:	1. To recognize number patterns and sequences. 2. To identify numerical relationships. 3. To solve problems using symbols.
Recommended for:	Employees wanting a basic introduction to or review of fundamental mathematics.
Method:	Programmed text with CAI.

BASIC MATHEMATICS II (15 hours)

Objectives:	To use the inverse process to solve equations.
Recommended for:	Employees wanting a basic introduction to or review of fundamental mathematics.
Method:	Programmed text with CAI.

BASIC MATHEMATICS III (20 hours)

Objectives:	1. To define factors and coefficients. 2. To use formulas to solve problems.
Recommended for:	Employees wanting a basic introduction to or review of fundamental mathematics.
Method:	Programmed text with CAI.

BASIC MATHEMATICS IV (14 hours)

Objectives:	To solve problems requiring the multiplication and division of fractions.
Recommended for:	Employees wanting a basic introduction to or review of fundamental mathematics.
Method:	Programmed text with CAI.

BASIC MATHEMATICS V (15 hours)

Objectives:	1. To solve fractional equations. 2. To solve word problems involving fractions. 3. To solve problems using decimals. 4. To solve ratio and proportion problems.
Recommended for:	Employees wanting a basic introduction to or review of fundamental mathematics.
Method:	Programmed text with CAI.

ADVANCED STUDIES IN BASIC MATHEMATICS (15 hours)

Objectives:	To solve problems using graphs, simple geometry, trigonometry, means and medians, and probability.
Recommended for:	Employees who can add, subtract, multiply and divide whole numbers and fractions, and who are interested in more advanced applications.
Method:	Programmed text with CAI.

FUNDAMENTALS OF ALGEBRA SERIES

These two courses may be taken individually or in sequence.
Series objectives are to solve algebraic problems.

FUNDAMENTALS OF ELEMENTARY ALGEBRA (30 hours)

Objectives:

1. To use algebraic language.
2. To solve equations, inequations, and systems of equations.
3. To be able to graph first degree equations in two variables on the rectangular coordinate system.

Recommended for: Employees who are proficient in basic arithmetic computations.

Method: Programmed text.

FUNDAMENTALS OF INTERMEDIATE ALGEBRA (30 hours)

Objectives: To solve problems using exponents, radicals, logarithms, polynomials, and quadratic equations.

Recommended for: Employees proficient in negative numbers, rational numbers, decimals, and approximations, or who have completed Fundamentals of Elementary Algebra.

Method: Programmed text.

ACCOUNTING FUNDAMENTALS (48 hours)

Objectives:

1. To record financial transactions using the general ledger, the sales and purchase journal, accounts receivable and payable ledgers, and payroll records.
2. To balance accounts.
3. To prepare simple worksheets, income statements, and balance sheets.

Recommended for: Employees who have an adquate math background but who lack prior knowledge of accounting.

Method: Self-instructional kit.

Fiscal Auditor Training (35 hours)

Objectives:

1. Research and apply IRS travel and nontravel regulations.
2. Perform and accurate and timely audit of both travel and nontravel vouchers.
3. Determine the correct amount due the traveler or vendor.
4. Assign the proper accounting codes to all documents audited.

Recommended for : Employees wanting to learn or review liquidate a travel advance of funds, prepare a form to obtain refunds for unused tickets, indicate proper accounting data, prepare correspondence to a traveler, and maintain information for various reports.

Method: Programmed text.

Advanced Voucher Auditor Training (24 hours)

Objectives:

1. Given a list of entitlements, determine whether they apply to employees being transferred and/or to new appointees.
2. Given a list of expenses, determine which of them qualify for advance of funds.
3. Given a moving expense authorization form, determine whether it is accurately prepared and properly approved.
4. List the different types of claims made on relocation vouchers.

Recommended for: Employees with an understanding of this course will be able to audit all types of relocation expense vouchers.

Method: Programmed text.

A GUIDE TO CORPORATE TAX PLANNING (3 hours)

Objectives:	1. To be able to relate tax laws to corporate tax planning. 2. To examine business financial statements on a year round basis to detect problem areas.
Recommended for:	Tax Law Specialists.
Method:	Audio cassettes and workbook.

FUNDAMENTALS OF PARTNERSHIP TAXATION (3 hours)

Objective:	To be able to apply basic principles of partnership taxation to the preparation of partnership income tax returns.
Recommended for:	Tax Law Specialists.
Method:	Audio cassettes and workbook.

IRAs and H.R. 10 (KEOGH) PLANS (3 hours)

Objective:	To be able to define advantages and disadvantages of Individual Retirement Accounts and Keogh Plans from the tax planning point of view.
Recommended for:	Tax Law Specialists.
Method:	Audio cassettes and workbook.

FUNDAMENTALS OF PENSION & PROFIT SHARING (3 hours)

Objective:	To be able to define and clarify the whole retirement planning picture and to analyze Employee Stock Ownership Plans (ESOPs).
Recommended for:	Tax Law Specialists.
Method:	Audio cassettes and workbook.

PENSION AND PROFIT SHARING COURSE (3 hours)

Objective:	To be able to analyze pension and profit sharing legislation and answer questions involving IRA's, ESOPs, and HR 10 (Keogh) Plans including changes enacted in the Tax Reform Act of 1976.
Recommended for:	Tax Law Specialists.
Method:	Audio cassettes and workbook.

SELF-STUDY INTRODUCTION TO TRAVEL VOUCHERS (4 hours)

Objective:	To give travelers practice in completing requests for travel advance, transportation requests (TRs), and Travel Vouchers.
Recommended for:	Any employee who is scheduled to travel for the first time.
Method:	Workbook.

CLERICAL AND SECRETARIAL SKILLS

ALPHABETIC FILING SKILLS (30 hours)

Objectives:	1. To index and alphabetize personal and business names. 2. To file by cross-reference, subject, and geographic area.
Recommended for:	Employees who need a review of or an introduction to the rules of alphabetic filing.
Method:	Programmed text and programmed work list.

NUMBER FILING ON THE JOB (10 hours)

Objective:	To file numerically.
Recommended for:	Employees needing a review of or an introduction to numerical filing.
Method:	Programmed text.

TIME MANAGEMENT FOR THE SECRETARY/MANAGER TEAM (6-8 hours)

Objectives:	To be able to work as a secretary/manager team to: 1. Organize workload. 2. Delegate efficiently. 3. Use time as a resource.
Recommended for:	Managers and secretaries (it is preferable that both take the course together) who want to achieve effective use of their time and develop into a working team.
Method:	Audio cassettes and textbooks.

PROOFREADING (8 hours)

Objectives:	To be able to recognize and correct typographical errors and errors in grammar, punctuation, spelling, capitalization and word division.
Recommended for:	Employees proficient in English grammar, punctuation and spelling who need to learn or review proofreading techniques.
Method:	Programmed text with testing.

INTRODUCTION TO WORD PROCESSING (1/4 hour)

Objectives:	This is a brief overview of word processing and its impact on the office environment. Many of the issues and concerns which surround the introduction of technology are addressed in this videotape. It encourages the viewer to think about his/her own future and how it may be affected by word-processing systems.
Recommended for:	Employees with little or no exposure to word processing systems.
Method:	Videocassette.

THE NEW SUPERVISOR (8 hours)

Objectives: To be able to:

1. Shift from the subordinate to the managerial role.
2. Delegate work effectively.
3. Motivate and train subordinates.
4. Communicate effectively in both written and oral modes.

Recommended for: New managers who have not attended the Management Practices Course and/or employees aiming toward managerial positions.

Method: Audio cassettes, text, and workbook.

PRODUCTIVE INTERVIEWING SERIES

These modules can be taken individually or in sequence. Upon completion of these modules, the trainee should be able to conduct successful interviews, using a variety of interviewing techniques. The series is recommended for managers and personnel specialists responsible for conducting interviews.

THE SELECTION INTERVIEW (3 hours)

Objectives: To be able to:

1. Prepare for and plan a selection interview.
2. Use legally acceptable selection practices.
3. Assess the applicant's interest in and ability for the job.
4. Structure the interview and build rapport so that any optimal exchange of information occurs.

Recommended for: Employees designated to conduct selection interviews.

Method: Textbook and audio cassette.

THE EXIT INTERVIEW (3 hours)

Objectives:	To be able to: 1. Determine who should conduct exit interviews. 2. Apply appropriate interviewing techniques in order to secure pertinent information. 3. Analyze and summarize data obtained from exit interviews.
Recommended for:	Employees designated to conduct exit interviews.
Method:	Textbook and audio cassette.

APPRAISAL AND CAREER COUNSELING INTERVIEW (2 hours)

Objectives:	To be able to: 1. Conduct performance appraisals using management-by-objectives approach. 2. Evaluate and discuss job effectiveness with employees. 3. Conduct career counseling sessions using problem solving techniques.
Recommended for:	Managers who perform appraisal and career-counseling interviews.
Method:	Textbook and audio cassette.

THE PROBLEM EMPLOYEE INTERVIEW (3 hours)

Objectives:	To be able to: 1. Analyze employee problems, determining their roots and optimal solutions. 2. Use effective interviewing techniques in order to gather information, communicate standards, and resolve problems.
Recommended for:	Supervisors who need instruction on effective ways to handle problem employees.
Method:	Textbook and audio cassette.

JOB ENRICHMENT (8-10 hours)

Objectives: To be able to:

1. Assess the advisability of a job enrichment program in an organization.
2. Implement job enrichment techniques.
3. Document and monitor an ongoing job enrichment program.

Recommended for: Managers seeking ways to provide employees with increased job satisfaction and motivation.

Method: Textbook including case studies.

THE MANAGEMENT OF TIME (1 hour)

Objectives: To be able to:

1. Plan time effectively.
2. Delegate efficiently.

Recommended for: Managers who want to make more productive use of their time.

Method: Set of four filmstrips and accompanying audio cassettes.

EVERYDAY SUPERVISORY SKILLS (2 hours)

Objectives: To be able to interact with staff in such a way that work is accomplished while staff cohesion is maintained.

Recommended for: New and experienced managers who need to learn or review the principles of good supervision.

Method: Series of six filmstrips with audio cassettes.

CONSTRUCTIVE DISCIPLINE ON THE JOB (12 hours)

Objective: To be able to maintain order and cooperation in an office.

Recommended for: Supervisors who want to learn how to maintain constructive discipline on the job.

Method: Programmed text and two audio cassettes.

HUMAN SIDE OF MANAGEMENT (2 hours)

Objectives:	To be able to manage more effectively by applying principles of human motivation through such techniques as "managing for results" and "coaching".
Recommended for:	Managers seeking to improve their skill in working with people.
Method:	Series of four filmstrips with audio cassettes.

ORGANIZATION DEVELOPMENT (1 hours)

Objectives:	To be able to: 1. Identify the signs of healthy and unhealthy organizations. 2. Define and state the principles of organization development (OD). 3. Describe the function of the "third party" in OD. 4. Implement OD in an organization.
Recommended for:	Managers seeking to know and apply the principles of organization development.
Method:	Series of four filmstrips.

ON-THE-JOB TRAINING (a) (1 hour)

Objectives:	To be able to provide better on-the-job training to employees.
Recommended for:	Employees responsible for on-the-job training.
Method:	Series of six filmstrips with audio cassettes.

HOW TO PLAN AND ORGANIZE WORK (16 hours)

Objectives:	To be able to: 1. Plan, schedule, organize and delegate work effectively. 2. Manage change smoothly.
Recommended for:	New and experienced managers who wish to review or learn the steps involved in effective work planning and organization.
Methods:	Programmed text with pre- and post-tests for each unit.

THE BEHAVIORAL SCIENCES - WHAT EVERY MANAGER SHOULD KNOW (6 hours)

Objective:	To be able to apply to management tasks major behavioral science findings in such fields as small group dynamics, organization development, and communication.
Recommended for:	Managers seeking knowledge of the major behavioral management theories.
Method:	Autio-cassettes (12).

INTERVIEWING SKILLS

Objective: To be able to conduct productive employment, counseling, disciplinary, appraisal, and exit interviews.

Recommended for: New managers who need an overview of principles used in interviewing.

Method: Series of five filmstrips.

MANAGING BY OBJECTIVES (10 hours)

Objectives: To be able to:

1. Prepare a statement of organizational mission.
2. Write specific and measurable objectives relating to key job responsibilities.
3. Make action plans for accomplishment of at least two such objectives.
4. Identify coaching techniques for use in a "progress review" interview.
5. Describe principles, advantages and pitfalls of management-by-objectives to others in the organization.

Recommended for: Managers who are interested in working with employees to develop advance planning for fulfilling their organization's goals.

Method: Audio cassettes and workbook.

MANAGEMENT BY OBJECTIVES (12 hours)

Objectives:

1. To set long term organizational goals and coordinate activity plans so that they are achieved.
2. To remove obstacles to solution of management problems.
3. To meet such challenges as innovation, management of high talent staffpower, and appraisal.

Recommended for: Managers and executives who desire to focus organizational activity on achievement of central goals.

Method: Audio cassettes and accompanying textbook tests.

EXECUTIVE SEMINARS IN SOUND (6 hours)

Objectives: To be able to:

1. Convey ideas clearly.
2. Make good decisions and plans.
3. Use time wisely.
4. Delegate effectively.
5. Motivate employees and handle relations problems.
6. Develop a satisfying career.

Recommended for: Managers and executives wishing to improve their effectiveness.

Method: Audio cassettes consisting of self-contained case studies with analysis.

FUNDAMENTALS OF LONG-RANGE AND SHORT-RANGE PLANNING (3 hours)

Objectives: To be able to apply the eight basic steps involved in the long-range and short-range planning process.

Recommended for: New supervisors who want to improve their planning skills; employees aiming towards managerial positions.

Method: Programmed text/workbook.

FUNDAMENTALS OF PERT (5 hours)

Objectives: To be able to:

1. Plan a complex work program with many interrelated activities.
2. Compare progress towards objectives with original action plan.
3. Evaluate, review, and revise a program during the implementation phase.

Recommended for: Supervisors designated to plan and evaluate programs.

Method: Programmed text/workbook.

MOTIVATION AND PRODUCTIVITY (7 hours)

Objectives:	To be able to apply behavioral science findings and management theories to motivate employees towards greater productivity.
Recommended for:	Supervisors who want to learn or refresh their knowledge of and practices related to the productive use of human resources.
Method:	Nine video tapes.

THE INTERVIEWING SKILLS (3-1/2 hours)

Objectives:	To be able to: 1. Apply 2 guidelines for effective interviewing. 2. Conduct effective employment, counseling, disciplinary, appraisal, exit interviews.
Recommended for:	Supervisors and other employees responsible for interviewing.
Method:	Audio cassettes and workbook.

EXECUTIVE WRITING, LISTENING, AND SPEAKING SKILLS (10 hours)

Objectives:	To be able to: 1. communicate more effectively. 2. utilize communication time effectively. 3. conduct meetings, interviews. 4. make more effective oral presentations. 5. write clear, concise memos, letters. 6. write well-organized proposals.
Recommended for:	All interested employees.
Method:	Audio cassettes and workbook.

Fundamentals of Management and Supervision

Objectives: The employee will be able to demonstrate an understanding of various approaches to management. Topics covered in the lessons include:
1. Creativity
2. Personal Integrity
3. Creativity
4. Rational Problem Solving

Recommended for: This course is offered for employees wanting to become familiar with various approaches to management.

Method: Text and Six Audio Cassettes

Fundamentals of Data Processing for Non-Data Processing Managers

Objectives: The employee will be able to demonstrate an understanding of data processing in an organization. Topics covered include:
1. What computers can and cannot do for you.
3. Computer systems

Recommended for: This course is recommended for employees that are not familiar with computers.

Method: Text and Six Audio Cassettes

PERSONNEL

Introduction to Personnel Management (20 hours self-study)

Description/Objective:	To acquaint the student with: a. Organization and function of IRS and the Personnel area. b. Performance expectations. c. EEO Program. d. The employment process. e. The classification system. f. The employee relations/labor relations area.
Eligibility:	This Personnel function career course is required for all new Personnel Specialists.
Method:	Video cassettes/text and exercises.

Achievment Dynamics (16 weeks)

Objectives:	To assist the employee in recognizing their own abilities and developing positive personal traits.
Recommended for:	Employees having a strong personal desire to achieve goals in both their personal and professional life.
Method:	Text and Eight Audio Cassettes

Basics of Personnel Management (4 hours)

Objectives:

1. Recruiting and Selection Authority of Personnel vs. Line Manager or Supervisor.
2. Employee/Labor Relations about Semantics, Union and Non-Union Operations.
3. Performance Appraisal, to aid in Finding and Keeping Top Performancers; Weed Out Others; Justify Raises and Promotions.

Recommended for: Employees in Human Resources dealing with issues such as personnel management, employee relations, or industrial relations.

Method: Text and four Audio Cassettes

COMMUNICATIONS SKILLS

EFFECTIVE COMMUNICATING SKILLS (6 hours)

Objectives:	1. To communicate clearly in personal and group situations. 2. To recognize and avoid common mistakes in communicating.
Recommended for:	Employees desiring to improve their communication skills.
Method:	Audio cassettes and filmstrips.

COMMUNICATING SUCCESSFULLY (8 hours)

Objectives:	1. To hold effective briefings. 2. To give persuasive presentations. 3. To conduct productive meetings.
Recommended for:	People who plan and conduct meetings; people with public speaking responsibilities.
Method:	Coursebook, video cassettes, audio cassettes.

CONFERENCE LEADING SKILLS (2 hours)

Objective:	To plan, organize and lead a conference.
Recommended for:	Employees who plan, lead, and participate in conferences on a regular basis.
Method:	Series of three filmstrips.

TRANSACTIONAL ANALYSIS PROGRAM (9 hours)

Objectives:

1. To recognize the behavior patterns known as "Parent, Adult and Child ego states."
2. To improve communication by replacing frustrating or insincere transactions with straightforward ones.
3. To increase the number of positive transactions initiated by the student.

Recommended for: People committed to improving their skills in interacting with others.

Method: Video cassettes, audio cassettes, text and exercises.

MACHINE DICTATION TECHNIQUES SELF-STUDY COURSE (3-1/2 hours)

Objectives: At the end of this course the participant will be able to:

1. Demonstrate through practice exercises proper use of voice in dictation, free from any distracting mannerisms.
2. Incorporate adequate and appropriate instructions prior to and during dictation.

Recommended for: All managers, technicians, or attorneys who have a need to dictate.

Method: Audio tapes and text.

NEGOTIATING SUCCESSFULLY (6 hours)

Objectives: To be able to:

1. Negotiate effectively on the telephone.
2. Perceive the other party's desires.
3. Break a deadlock.
4. Handle objections effectively.
5. Ask and answer questions to one's own advantage.
6. Use negotiating tactics effectively.
7. Make skillful concessions.

Recommended for: Managers and technicians who wish to develop techniques useful in the resolution of conflicts generated by negotiating sessions.

Method: Audio cassettes and a programmed text/ workbook.

INTERACTION (4 hours)

Objective:	To be able to examine and improve one's interaction.
Recommended for:	Supervisors and personnel specialists responsible for conducting interviews; employees aiming towards managerial positions.
Method:	Eight video tapes.

INTERVIEWING AWARENESS FOR WOMEN (1/2 hours)

Objective:	To review job interviewing skills needed by the interviewee.
Recommended for:	Any employee who is competing and interviewing for a job.
Method:	Video tape and handout. The interview film.

THE INTERVIEW FILM (21 minutes)

Objectives:	1. Viewers will develop an understanding of the nature of a job interview and how they can better find it and prepare for it. 2. Viewers will appreciate the importance of self-confidence, personal appearance, display of initiative, a willingness to learn, and the wisdom of flexibility when seeking employment. 3. Viewers will be better prepared to compete for the job when they realize they are not the only ones looking.
Recommended for:	Any employee who is interviewing for a job.
Method:	Video tape

ASSERTIVENESS FOR CAREER AND PERSONAL SUCCESS (12 hours)

Objectives: To be able to:

1. define the terminology of assertive behavior.
2. utilize assertive techniques in everyday life.
3. build a personal program of assertive behavior.

Recommended for: All interested employees.

Method: Set of 6 audio cassettes and workbook.

ASSERTIVENESS TRAINING (8 hours)

Objectives:

1. To recognize the differences between assertive, aggressive, and non-assertive behaviors.
2. To define and overcome the stumbling blocks to being assertive.
3. To request a change in behavior.
4. To negotiate assertively with others.
5. To define the problems encountered in being assertive and how to deal with them.

Recommended for: Employees who want to improve their interaction with others.

Method: Audio cassettes.

CAREER AWARENESS FOR WOMEN (6 hours)

Objectives: To be able to:

1. increase women's awareness of interpersonal techniques.
2. handle criticism effectively.
3. define and understand male and female stereotypes and the effect these stereotypes have on the image of the successful manager.
4. define and understand the basic terminology of transactional analysis.
5. function assertively in both social and business situations.

Recommended for: Employees interested in assessing their career awareness and in improving their interpersonal communication skills.

Method: Audio cassette and workbook.

WOMEN AND MORE (3 hours)

Objectives: To be able to:

1. use a goal setting process in both personal and professional life.
2. use time and talents effectively in high payoff areas.
3. set priorities.
4. develop a plan of action to attain goals.

Recommended for: Employees who wish to use their time, energy, and talents more effectively on the job, in career development, or in their personal lives.

Method: Audio cassettes and a workbook.

COMMUNICATION (3 hours)

Objectives: To be able to:

1. identify 4 communication skills.
2. list 3 barriers to effective communication.
3. distinguish interview units from everyday social interaction.
4. apply communication theory to sound supervisory practices.

Recommended for: Prospective supervisors; supervisors.

Method: Audio cassette and workbook, with in-basket exercises.

EVERYDAY CREATIVITY (12 hours)

Objectives: To be able to:

1. define 12 techniques of innovative thinking.
2. utilize innovational thinking to develop and implement new ideas.
3. overcome resistance to new ideas.

Recommended for: All interested employees.

Method: 7 audio cassettes and workbook.

HUMAN INTERACTION (1 hour)

Objectives: To be able to:

1. deal effectively with conflicts and complaints.
2. understand self and your relations with others.

Recommended for: Any interested employee.

Method: Series of 3 filmstrips and audio cassettes.

INTERPERSONAL RELATIONS (2-1/2 hours)

Objectives: To be able to recognize and solve problems in interpersonal relations which rob an organization of unity, productivity, time, energy.

Recommended for: Supervisors; newly appointed supervisory personnel.

Method: 6 audio cassettes and workbook.

MANAGING THE MARGINAL & UNSATISFACTORY PERFORMER (8 hours)

Objectives: To be able to:

1. identify marginal and unsatisfactory performers.
2. define causes for marginal and unsatisfactory performances.
3. apply appraisal techniques for evaluation.
4. utilize salvaging techniques.
5. to understand and use motivational techniques.

Recommended for: Supervisors.

Method: Text.

MEMORY MADE EASY (3 hours)

Objectives: To be able to:

1. apply fundamental mnemonic principles.
2. remember names and lists.

Recommended for: All interested employees.

Method: 3 audio cassettes and workbook.

PRESUPERVISORY TRAINING (1-1/2 hours)

Objectives:	To be able: 1. to understand an organization's need to develop effective supervisory training. 2. to list the skills of the successful supervisor. 3. to utilize training to correct employee weaknesses. 4. to analyze interpersonal relations and supervisor's role in them. 5. to delegate tasks and authority. 6. to utilize on-the-job training for subordinates.
Recommended for:	Employees hoping to be supervisors and supervisors interested in employee development of prospective supervisory personnel.
Method:	Set of 3 filmstrips and audio cassettes.

SUPERVISORS AND INTERPERSONAL RELATIONS (1-1/2 hours)

Objectives:	To be able to apply techniques for reducing conflict among peers and in subordinates' attitude toward supervisor.
Recommended for:	Supervisors.
Method:	Filmstrips and audio cassettes.

WOMEN IN BUSINESS (2-1/2 hours)

Objectives:	To be able to: 1. identify basic principles of good management. 2. improve listening techniques. 3. utilize decision making techniques. 4. define factor analysis.
Recommended for:	All interested employees.
Method:	3 audio cassettes and workbooks.

MANUAL COMMUNICATION, BASIC (19-1/2 hours)

Objectives:	1. To identify five modes of manual communication. 2. To converse in basic American Sign Language with 80% accuracy.
Recommended for:	All employees who wish to enhance their ability to communicate with the deaf.
Method:	Video cassettes and text.

COMPUTER/DATA PROCESSING COURSES

ASSEMBLER LANGUAGE CODING - IBM (60 hours)

Description/Objectives:	At the end of this course the student will have a working knowledge of IBM's Assembler Language.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Programmed texts, video and audio cassettes.

HONEYWELL EASYCODER (60 hours)

Description/Objectives:	At the end of this course the student will have a working knowledge of Honeywell's Easycoder assembly language.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Programmed texts, video and audio cassettes.

STRUCTURED COBOL (60 hours)

Description/Objectives:	Analyze a program task, design a program, code program modules in structured COBOL, test and debug structured COBOL program, design and code.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Programmed text and video cassettes.

STRUCTURED PROGRAMMING (4 hours)

Description/Objectives:	Unit describes how to read and rewrite an unstructured program into structured code. Principles of "Top Down" design are presented and applied to control structures. Programmer learns how to break down complex systems into modules, and complex structures into simple procedures.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotapes, workbook.

STRUCTURED PROGRAM DESIGN (4 hours)

Description/Objectives:	Unit describes how to translate design into code, testing and maintenance of programs, and management of a structured programming project.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotapes, workbook.

STRUCTURED SYSTEM ANALYSIS AND DESIGN (10 hours)

Description/Objectives:	Unit describes the Systems Development Life Cycle and its application, and the analysis of systems and generation of alternate solutions.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotapes, workbook.

SYSTEMS ANALYSIS SERIES (1-3 hours per module)

This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis. There are seventeen modules available. Any or all of them may be taken by the student. The available modules are:

4-000	The Systems Life Cycle
4-010	Data Gathering and Analysis
4-020	Effective Interviewing Techniques
4-030	System Requirements Specifications
4-036	Decision Tables
4-037	Forms and Record Design
4-038	System Design: Fundamentals
4-040	System Design and Technical Feasibility
4-041	Controls: Assuring System Accuracy
4-050	Operational and Economic Feasibility
4-070	Documentation Planning
4-080	Preparation of a User Manual
4-100	Conversion, Evaluation and Maintenance Planning
4-110	Project Organization
4-120	Manpower Planning
4-130	Work Plan and Design Review
4-140	Effective Presentation Techniques

1100 SERIES SYSTEMS CONCEPTS (3 hours)

Description/Objectives:	Course describes the hardware components of a Series 1100 system to provide a conceptual understanding of the system. Course uses user job processing examples.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotape and workbook (UNIVAC).

This course is available through Management Information Systems Division, Data Base Branch, located at Bailey's Crossroads, Virginia.

1100 EXECUTIVE CONTROL LANGUAGE (3 hours)

Description/Objectives:	Provides basic knowledge of the 1100 Executive Control Language (ECL) in order that the programmer can work with the OS-1100 system.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotape and workbook.

This course is available through Management Information Systems Division, Data Base Branch, located at Bailey's Crossroads, Virginia.

DMS 1100 DML PROGRAMMING: LEVEL 4 (60 hours)

Description/Objectives:	Course consists of 43 units and a case problem. The firt ten units present an overview to data management systems. The remaining units provide the detailed knowledge required to develop schemas and write application programs using DMS-1100.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Videotapes and workbook.

This course is available through Management Information Systems Division, Data Base Branch, located at Bailey's Crossroads, Virginia.

DATA BASE CONCEPTS (10 hours)

Description/Objectives:	Student progresses through data base theory, structures and software modules used in data base implementations.
Recommended for:	This course is offered primarily for Computer Services employees, but is open for others on a "space available" basis.
Method:	Audio tapes and workbook.

This course is available through Management Information Systems Division, Data Base Branch, located at Bailey's Crossroads, Virginia.

SELF-STUDY: THE IBM INTERACTIVE INSTRUCTIONAL PRESENTATION SYSTEM (IIPS)

IIPS provides on-line computer-based training and instruction on the IBM S/370. The IIPS offers individualized instruction, allowing students to proceed at their own pace, signing on and off at any time.

Before taking any course, the student must be an authorized user of TSO. Also, the student must be registered for each course catalogued on the Interactive Intructional Presentation System (IIPS).

For information on IIPS courses, call the IIPS Administrator on 566-4015.

INTRODUCTION (IISTINT) (2 hours)

Description/Objectives: This course is an introductory package to acquaint the student with the basic use of the IBM Interactive Training System.

Eligibility: Computer Specialists and Operators.

Prerequisites: None, but knowledge of computer concepts would be helpful. Also required is a user ID and password.

Certification Requirements: Successful completion.

Frequency: This course is on-line; students interact at their own pace after officially registering with IIPS Administrator.

JOB CONTROL LANGUAGE (OSJCL) (7 hours)

Description/Objectives: This course is designed to teach programmers and operators the use of the IBM OS Job Control Language. The objectives of the course are to teach the student to be able to:

a. State the main purposes and objectives of the Operating System.
b. Identify elements and functional components of the Operating System.
c. Code Job Control Language statement necessary to execute jobs which create and/or retrieve:
   --data sets in the input and output streams;
   --dump data sets; and
   --temporary and nontemporary data sets on tape and direct access storage devices.
d. Write the Job Control Language statements required to invoke and modify catalogued procedures.

Eligibility: Computer Specialists and Operators.

JOB CONTROL LANGUAGE (OSJCL) (CONTINUED)

Prerequisites: This course is designed for programmers and operators having a basic knowledge of Operating System concepts and facilities. Also, the student should be familiar with the techniques of the Interactive Training System (IISINT).

Certification Requirements: Successful completion.

Frequency: The course is on-line; students interact at their own pace after officially registering with IIPS Administrator.

TIME-SHARING OPTION (TSO) (14 hours)

Description/Objectives: This course is designed to teach a new TSO user the basic concepts of TSO, the command language structure and the use of these commands. Teaching is reinforced with examples and student-terminal interaction.

The TSO training course concentrates on the following areas:

a. The concepts of TSO, its purpose and uses.
b. Use of the TSO command language.
c. Creating, naming, listing, modifying and deleting data sets.
d. Compiling, link editing, executing and testing programs completely under TSO.

Eligibility: Computer Specialists and Operators.

Prerequisites: This course is designed for programmers and operators having an understanding of data processing concepts. Also, the student should be familiar with the techniques of the Interactive Training System (IISINT).

Certification Requirement: Successful completion.

Frequency: This course is on-line; students interact at their own pace after officially registering with IIPS Administrator.

LIBRARY SKILLS (4 hours)

Objective:	To be able to use a systematic search procedure to locate information in the library.
Recommended for:	Employees who use the library extensively to acquire information.
Method:	Programmed text.

READ, UNDERLINE, REVIEW (4 hours)

Objective:	To underline essential information for purposes of study or ready reference.
Recommended for:	Employees who use various handbooks and would like to underline pertinent information for quick reference.
Method:	Self-instructional text.

PROBLEM SOLVING IMPROVEMENT (8 hours)

Objectives:	1. To develop facility with six methods of problem solving: classification, qualification, structured analysis, operation analysis, analogy, and definition. 2. To apply these methods in four basic stages of problem solving: preparation, discovery, creativity, and planning.
Recommended for:	Employees who want to improve their problem solving ability.
Method:	Self-instructional text.

SYSTEMS FOR STUDY (10 hours)

Objectives:	1. To improve listening and note-taking skills and concentration. 2. To develop systematic approaches to study. 3. To use effective examination-taking techniques.
Recommended for:	Employees who need improved study techniques.
Method:	Self-instructional text.

EFFECTIVE LISTENING PROGRAM (5 hours)

Objectives:	To analyze what is being said, organize statement into main points and supporting reasons, and make outlines using key words.
Recommended for:	All employees, especially those who wish to absorb messages more fully, clearly and remember them better.
Method:	Workbook and audio cassettes.

EFFECTIVE NOTETAKING (9 hours)

Objective:	To take concise outline notes.
Recommended for:	Employees who rely on notetaking as a reference to what went on in meetings.
Method:	Programmed text and audio cassettes.

BRIEFHAND (9 hours)

Objective:	To increase longhand writing speed by using abbreviated words and phrases.
Recommended for:	Employees who frequently attend meetings, speeches, lectures, to enable them to record notes more efficiently.
Method:	Programmed text and audio cassettes.

SPEAK AND READ ESSENTIAL SPANISH

Objectives:	After mastering the 30 units, you will have a highly practical 200-word vocabulary at your command. These Spanish words, phrases and sentences have been carefully selected to be most useful during your first days in a Spanish-speaking country. You will also know how to pronounce written Spanish.
Recommended for:	All interested employees.
Method:	30 Audio cassette tapes

PLANNING FOR TOMORROW : A STEP-BY-STEP GUIDE TO A SUCCESSFUL RETIREMENT (Variable time)

Objective:	To be able to develop a comprehensive, individual retirement plan.
Recommended for:	Employees planning retirement.
Method:	Programmed text.

TENSION EASERS (Variable time)

Objective:	Tension Easers is an awareness program for stress management and personal development. At the end of this study, you will have learned new sets of behavior that will help you to effectively manage tension, anxiety, and your inability to cope with the problems of today's world.
Recommended for:	Interested employees.
Method:	Two textbooks and four audiocassettes.

READINGS IN MANAGEMENT (Variable time)

Objectives:	The purpose of Readings in Management self-study program is to insure the student a means whereby he or she will obtain knowledge of a variety of management theories and philosophies. Upon completion of this program, the student will be able to 1) select the basic concepts or ideas contained in each article 2) apply the concepts or ideas in the article to managerial activities and or decision making situations, and 3) discuss the major points or ideas of various management theories or philosophies.
Recommended for:	New Managers.
Method:	Textbook, Feedback Sheet, Form 5092.

EFFECTIVE WRITING FOR EXECUTIVES

Objective:	The program is designed to show you how to write more effectively.
Recommended for:	Managers.
Method:	Videocassettes.

GUIDE FOR EXECUTIVE SECRETARIES AND ADMINISTRATIVE ASSISTANTS

Objectives:	At the end of the course you will have strengthened your skills in the nontechnical areas of your job - time management, communication and decision-making skills.
Recommended for:	Executive secretaries.
Method:	Workbook and tapes.

CPA REVIEW (Totaltape)

Objective:	To be able to help you develop and maintain your accounting, auditing, and business law skills throughout your career.
Recommended for:	Employees who wish to prepare for the CPA exam in the comfort of their car or home.
Method:	Audio cassettes and textbook. This material may be charged out on a 2-week basis.

BUSINESS SYSTEMS ANALYST CURRICULUM (CAI)

Audience: Those who are interested in developing the knowledge base and skills of a systems analyst.

Description: There are three courses which are designed to prepare the student to become a systems analyst. The sequence covers the terminology and environment involved in business data processing. The student is provided with basic tools of the systems analyst and then with the procedures needed to successfully design, develop and implement a business information system. Finally, the student is introduced to data base management and its role in a business environment. The student may need an on-the-job coach to assist him/her with the technical aspects of these courses.

1. Business Systems Analysis and Design (50 hours)

   The student receives in-depth discussion of each step involved in the process needed to successfully design, develop and implement a business information system. At the end of the course, the student applies this knowledge in a series of three projects. Major topics include:

   Preliminary Investigation of the Problem
   Detailed Investigation of a Current System
   Design of a New Information System
   Development Role of the System Analyst
   Implementation and Evaluation of a System
   Maintenance of the New System

2. Data Base Management System Environment (12 hours)

   This course examines data base management system elements and processing, as well as the value of converting to a data management system. In addition, the course addresses key data base management terminology, functions and economics. Major topics include:

   Data Base Concepts Applied to Business Information Systems
   The Elements of a Data Base Management System Including DDL, DMS, Retrieval Languages, and Host Languages
   The User Role in a Data Base Management System Environment
   Economics of Data Base Management Applications

3. Fundamentals of Systems Development (30 hours)

   The student learns about and applies techniques such as flowcharting, laying out report and input forms, and utilizing decision tables. In addition, the elements of COBOL are presented so that the student can better communicate with business programmers.

COMPACT BASIC COMPILER SYSTEM (CAI)
Variable

Audience: Introductory programming students, students of computer-oriented math programs, and those wishing to learn the BASIC language on their own.

Description: This PLATO utility is an editor, compiler and executor for brief BASIC language programs. It supports most BASIC statements.

CPU COMPASS AND CPU COMPASS SIMULATOR (CAI)
16 hours

Audience: Those who need to know how to program the central processing unit of the Control Data 6000/CYBER series computer using the COMPASS language, particularly programmers. Some knowledge of computer hardware and a background in computer programming are prerequisites.

Description: This course introduces the student to the Control Data 6000/CYBER and the COMPASS language, and also deals with Boolean and shift units, the increment unit, integer data operations, conditional test and branching instructions, floating-point data operations, and the return jump instruction. Students are required to write a total of nine (9) programs in the COMPASS simulator, using instructions and operations presented in the individual learning activities. Pretests and post-tests are given throughout the course to determine student progress, and there is ample opportunity for review.

DATA STRUCTURES IN PL/1 (CAI)
30 - 45 minutes

Audience: Computer science students.

Description: This activity deals with the implementation of STACKS and QUEUEs in PL/1. Discussions and exercises are provided on PL/1 structures, BASED and POINTER variables, and the use of BASED variables to form stacks, queues, and so forth.

DATA STRUCTURES: AN INTRODUCTION FOR PL/1 (CAI)
30 - 45 minutes

Audience: Computer science students, or those who have completed "PL/1 Arrays."

Description: This activity is a lesson on both data structures and PL/1. The concepts presented are applicable to many computer languages including COBOL, PASCAL, and ALGOL, as well as PL/1.

FLOCHART--AN INTRODUCTION TO BASIC COMPUTER PROGRAMMING (CAI)
10 - 20 minutes

Audience: Computer science students.

Description: This lesson introduces the concept of flowcharting. The example used is the calculation of an average score on a test taken by a number of students.

PL/1 ARRAYS
45 minutes - 1 hour

Audience: Computer science students.

Description: This lesson, the first in a two-part series, introduces the basics of the PL/1 array.

AN INTRODUCTION TO COMPUTERS - I (CAI)
20 minutes

Audience: General audience.

Description: This lesson contains the description and simulation of a simple computer. Topics covered include basic computer operations, structure and operational procedure.

INTRODUCTION TO DATA PROCESSING FOR MANAGERS (CAI)
7 hours

Audience: This course assumes that the student will have experienced, or anticipates experiencing, some degree of exposure to the use of data processing systems. Some experience in accounting systems is assumed, as well as a general appreciation of the function role played by computer-based management information systems. Because this course presents introductory-level material, detailed knowledge concerning computers, peripheral equipment, data processing organizations, and the like is not a prerequisite. If the trainee has not had any previous exposure to data processing systems, we recommend that he/she complete the Computer Literacy Series, Computer Systems Fundamentals (Overview), Computer Systems Fundamentals (Techniques), and Making It Count, prior to attempting this course.

Description: This course is designed to bridge the growing gap between managers and data processing groups in business. The course helps the manager appreciate the problems associated with daily operations of a data processing system. In addition, he/she would be able to make more effective use of available data processing services.

Major topics covered include:

History of Data Processing
Computer Hardware and Software
Automated Business Systems
Data Processing Department
Procurement of Hardware, Software and Personnel

INTRODUCTION TO DATA PROCESSING (CAI)
6 hours

Audience: We recommend that the student complete Introduction to Data Processing for Managers prior to this course.

Description: This course is designed to provide a background in the fundamentals of computer operation, computer applications, peripheral equipment, software terminology, and the functions of computer personnel.

Major topics covered include:

Development of Computers
Computer Site Configurations
How the Computer Works
Computer Software
People and Computers

INTRODUCTION TO PROGRAMMING IN BASIC (CAI)
15 hours

Audience: Persons using microprocessors in their offices.

Description: This course introduces students to programming in the BASIC language. The students will learn to write simple programs with an emphasis on business applications. Topics include: coding input and output statements, performing arithmetic operations, establishing and manipulating arrays and strings, effective use of subroutines and functions, and the importance of program documentation.

'CREATE' CURRICULUM (Developing Computer Assisted Instruction)

Audience: For persons working in a training environment or those involved in course development and classroom instruction.

Description: There are four courses available in this curriculum. These courses provide training in skills required for designing, developing and managing the development of a variety of course materials.

1. CREATE Fundamentals (CAI) (19 hours)

   Audience: Varying levels of experience in education and training are assumed including no experience.

   Description: This course introduces and overviews a systems approach to designing, developing and evaluating computer-based educational programs. It describes a systems approach model for producing a course and discusses the procedure for documenting the courseware production process.

2. CREATE Design (CAI) (15 hours)

   Description: This course examines the steps used in the systems approach in detail, including conducting a needs analysis, conducting an instructional task analysis, specifying learning objectives and grouping and sequencing subtasks.

   Prerequisites: CREATE Fundamentals.

3. CREATE Design/Development (CAI) (30 hours)

   Description: This course examines the media selection process and the design of assessment systems. The course also contains an overview of the evaluation process, helping to orient the student to the purpose and type of product evaluation.

   Prerequisites: CREATE Fundamentals and Design courses.

4. CREATE Development (CAI) (26 hours)

   Description: The student examines three steps of the development phase of the systems approach: determining instruction strategies, writing test items and developing instructional activities.

   Prerequisites: CREATE Fundamentals and Design courses.

TENURE
30 minutes - 2 hours

Audience: Classroom instructors.

Description: This is a simulation of an instructor's first year of teaching. Users must make decisions similar to those made by first-year teachers. The object of the activity is to obtain tenure.

ENGLISH CURRICULUM (CAI): 17 subcourses

1. Common Nouns (20 minutes)

   Audience: English language students.

   Description: This lesson defines a noun, gives examples of common noun endings and shows the student how to recognize when a word is used as a noun, although the same word may be used as another part of speech in a different sentence.

2. Complex Sentences with Adjective Clauses (2 hours)

   Audience: English language students.

   Description: This lesson provides exercises in the recognition, punctuation and placement of adjective clauses and in the use of relative pronouns in adjective clauses.

3. Complex Sentences with Adverbial Clauses (20 minutes)

   Audience: English language students.

   Description: This lesson provides discussion of and drill on recognition and punctuation of adverbial clauses and correction of adverbial clause fragments.

4. Compound Sentences, 1: With Noun, Pronoun Subjects (10 minutes)

   Audience: English language students.

   Description: This lesson introduces the student to compound sentences using nouns or pronoun subjects. The student must distinguish between compound sentences and simple sentences that have compound subjects or verbs.

5. Compound Sentences, 2 (2 hours)

   Audience: English language students.

   Description: This lesson provides exercises on compound sentences. Compounds and their related parts are explained, and good and bad subject mixes are discussed.

6. Direct and Indirect Objects (20 minutes)

   Audience: English language students.

   Description: This lesson introduces the student to direct and indirect objects. Topics of discussion include direct objects, gerunds, noun clauses and pronouns as direct objects, avoidance of fragmentary sentences, and infinitives. Examples of repairing fragmented sentences are presented, after which the student completes exercises on fragmented sentences.

7. Direct Quotation 1, 2, 3, 4 (20 - 30 minutes each)

   Audience: English language students.

   Description: These four lessons provide discussion and drills on the patterns for quotes: 1. use of quotes; 2. at the beginning of sentences; 3. end of sentences and long quotations; and 4. indirect and quoted questions and multiple punctuation.

8. Double Negatives (10 minutes)

   Audience: English language students.

   Description: This lesson introduces double negatives. It contains examples of sentences with negative subjects, verbs, objects and adverbs. Explanations of the negative properties in the words are also included.

9. Exercises on the Verb "To Be" (10 minutes)

   Audience: English language students.

   Description: In this lesson, 15 sentences stressing pronoun-verb agreement are presented, with emphasis on the verb "to be." For each sentence, if the pronoun and verb do not agree, the student is to type in one correction; the corrected sentence then appears.

10. Four Advanced Verb Tenses (1 hour)

    Audience: English language students.

    Description: The student is given practice in using four advanced verb tenses.

11. An Introduction to Sentences (15 minutes)

    Audience: English language students.

    Description: This lesson introduces the student to the concept of a complete sentence. The student must recognize the difference between complete and incomplete sentences. The concept of dependent clauses is also reviewed.

12. Introduction to Verbs (30 - 45 minutes)

    Audience: English language students.

    Description: This lesson reviews verb tense, number and person; the six basic tenses of verb forms (infinitives, present participles, and past participles); and basic active, passive and progressive tenses. In the drills provided, the student identifies the correct verb forms.

13. Irregular Verbs (30 minutes)

Audience: English language students.

Description: The student practices with sets of irregular verbs, including "to be" and "to have," and reviews the present perfect tense and irregular verbs such as "burst" and "shrink."

14. A Lot About Pronouns (30 minutes)

Audience: English language students.

Description: This lesson contains explanations and drills on pronouns, including nominative, possessive, and objective cases.

15. More Terrific Things About Verbs (30 minutes)

Audience: English language students.

Description: The student practices with irregular verbs. The activity is divided into 11 parts, and contains an explanation of transitive and intransitive verbs, as well as exercises involving the use of irregular verbs.

16. Noun Clauses (1 hour)

Audience: English language students.

Description: This lesson includes practice in identifying noun clauses as both subjects and objects.

17. Pronouns (1 hour)

Audience: English language students.

Description: This lesson provides the student with practice in using correct pronoun forms.

READEX FICHE

LANGUAGE SKILLS BASIC CURRICULUM (CAI): 5 subcourses

Audience: Please note that this course is not as in-depth as the Language Skills course offered in the Secretarial Skills Center. However, this course can be used to prepare the trainee for the Language Skills course which is offered on a continuous basis in the Secretarial Skills Center. Also, the student may complete any of the courses within the curriculum to review any areas in which he or she may need further training.

Description: This curriculum is designed to assist individuals in achieving the basic grammar skills required to study Punctuation and Spelling. The curriculum is divided into five courses, with each course building on the abilities acquired in previous courses. The student should enter this curriculum at the course best suited to his or her needs and abilities.

1. Language and Usage (43 hours)

   The student will master the basic concepts involved in the parts of speech of the English language including: nouns and verbs, pronouns, adjectives and adverbs, and prepositions.

2. Building and Using Sentences (28 hours)

   The student will master the basic concepts involved in the strucutre of valid sentences including: sentences, phrases and clauses, and subject-verb agreement.

3. Word Usage (18 hours)

   The student will master the basic concepts involved in proper word usage in sentences including: plurals, word confusion, and possessives.

4. Capital Letters and Punctuation (14 hours)

   The student will master the basic concepts involved in capitalization and punctuation.

5. Writing Letters (9 hours)

   The student will master basic writing conventions by learning the basic concepts involved in writing personal, business letters, and applications.

MATHEMATICS SKILLS BASIC CURRICULUM (CAI): 9 subcourses

Audience: The student will be given the math pretests on the first day of class in order to identify those areas where training is required. A program will then be designed in order to meet the individual's needs.

Description: This curriculum is designed to assist individuals in achieving basic math skills. The curriculum is divided into nine courses, with each course building on abilities acquired in previous courses. The student should enter this curriculum at the course best suited to his or her abilities.

1. Basic Number Ideas (10 hours)

   The student will master the basic concepts of number facts.

2. Addition (14 hours)

   The student will master the basic concepts of addition of whole numbers.

3. Subtraction (11 hours)

   The student will master the basic concepts of subtraction of whole numbers.

4. Multiplication (20 hours)

   The student will master the basic concepts of multiplication of whole numbers.

5. Division (19 hours)

   The student will master the basic concepts of division of whole numbers.

6. Fractions (27 hours)

   The student will master the fundamental operations of fractions.

7. Decimals (9 hours)

   The student will master the basic concepts involved in arithmetic operations with decimals.

8. Ratio, Proportion and Percentages (8 hours)

   The student will master the basic concepts involved in ratio, proportion and percent.

9. Geometry and Measurement (15 hours)

   The student will master the basic concepts of geometric shapes and fundamentals of measurement.

READING SKILLS BASIC CURRICULUM (CAI): 5 subcourses

Audience: This course can be used to prepare the trainee for the Fundamentals of Reading course which is offered several times each year. Also, the student may complete any of the courses within the Curriculum to review any areas in which he or she may need further training.

Description: This curriculum is designed to assist individuals in achieving the basic reading skills required to study Language Skills (grammar). The curriculum is divided into five courses, with each course building on the abilities acquired in previous courses. The student should enter this curriculum at the course best suited to his or her abilities.

1. Making New Words (43 hours)

   The student will master the basic concepts of the structure of words.

2. Understanding New Words (45 hours)

   The student will master the basic concepts of vocabulary development.

3. Understanding What You Read (50 hours)

   The student will improve his/her basic literal comprehension skills.

4. Thinking About What You Read (40 hours)

   The student will improve basic written interpretation skills.

5. Judging What You Read (29 hours)

   The student will improve basic reading evaluation skills.

STATISTICS CURRICULUM (CAI): 10 subcourses

1. Descriptive Statistics (2 hours)

   Audience: Anyone planning to take more courses in statistics.
   Anyone wishing to review any of the above subjects.

   Description: This course should be taken before any other course in statistics. This course explains and illustrates some of the basic used in statistics. Included are:

   - Populations and Samples
   - Summation Notation
   - Central Tendency
     1) The mode
     2) The median
     3) The arithmetic mean
   - Measures of Variability
     1) The variance
     2) The standard deviation
   - Calculator

2. Sampling Distibution (1 hour)

   Audience: Someone planning to study more about distributions.

   Description: This course explains what a sampling distribution is and the concepts involved. A sampling distribution tells you whether the sample of some population you take is an accurate estimate of the whole population.

3. Probability (2 hours)

   Audience: Anyone dealing with statistics but with no background.
   Anyone planning to take more courses in statistics.

   Description: The course defines and explains common words used in probability.

4. An Introduction to t-Tests (1-1/2 hours)

   Audience: Anyone with some math background.

   Description: Determination of the significance of the difference between the means of two sets of scores.

5. Analysis of Variance (2 hours)

   Audience: Someone needing to use the Analysis of Variance test.
   Some knowledge of statistics.

   Description: This course must be completed in one session. This lesson introduces the concepts in the analysis of variance technique. Analysis of Variance is a test of significance among a set of means taken together to test whether the means are significantly different from one another.

6. Pearson-Product-Moment Correlation and Linear Regression (1-1/2 hours)

Audience: Anyone planning to take more statistics courses. Anyone dealing with the subject.

Description: This course introduces and explains correlation and linear regression. Trainees should take notes throughout the course and study the subject thoroughly. The course is not intended for application; it explains what correlation and linear regression are.

7. Chi-Square Distribution and Goodness-of-Fit Test (1-1/2 hours)

Audience: Anyone needing the test. Anyone with a good math background and some statistics background.

Description: The course explains and gives examples of the Chi-Square Distribution and Goodness-of-Fit Test. The Chi-Square test is a test for determining the mathematical fit of a frequency curve to an observed frequency distribution.

8. Chi-Square for Association (1-1/2 hours)

Audience: Anyone wishing to determine if two sets (e.g., race and income) are independent or not. Some experience with algebra is needed.

Description: The course describes the method Chi-Square for Association which is used to determine if two classifications are independent of one another.

9. Binomial Distribution (1 hour)

Audience: Anyone needing to use the binomial distribution. Anyone studying statistics.

Description: The course explains and illustrates binomial distribution. The binomial distribution is a distribution giving the probability of obtaining a specified number of successes in a finite set of independent trials in which the probability of a success remains the same from trial to trial.

10. Reliability and Validity (1 hour)

Audience: No prerequisites are necessary. Anyone planning to do research that could be deemed unreliable or invalid.

Description: The course defines and explains reliability and validity as used in research. (This lesson is geared toward psychology research.)

EXCEL (CAI)
14 hours

Audience: Secretaries or Administrative Assistants who have had at least 6 months in their current jobs.

Description: This course is designed to enhance the performance of administrative support personnel. Supervisors will need to meet with the trainee at four points (approximately 15 minutes for each meeting) to review on-the-job assignments completed by the trainee. A manager's guide is provided.

Major topics include:

Working with Individual Management Styles
Making the Most of Change
Communicating Successfully on the Job
Developing a Professional Approach to the Job
Identifying Key Job Responsibilities
Setting Performance Standards
Time Management
Career Development

TIME MANAGEMENT (CAI)
5 hours

Audience: Employees desiring to improve their professional skills.

Description: This course covers the basic principles and strategies to plan, organize, and manage one's time economically and effectively.

Major topics include:

Setting priorities
Delegating tasks
Managing other people's demands on one's time
Balancing personal demands against professional demands

OUT-SERVICE TRAINING

In identifying employee training needs, you may find that there is no IRS course that will meet the identified training needs. In this case, you should consider out-Service (non-IRS) training. Below are answers to a few questions regarding out-Service training.

What is out-Service training?

Out-Service training is training which is offered through the sponsorship of another government agency, a university, a trade association, an industry or professional group.

When should out-Service training be used?

Out-Service training should be used when the Service does not offer a particular course to meet the defined training need or when a course or program cannot be developed in time to satisfy the need. A conscientious effort must first be made by managers to determine the availability of in-Service training before selecting an out-Service training option.

What are the specific criteria for exercising the out-Service training option?

The following criteria are specified by the Government Employees Training Act (Public Law 85-507, as amended):

1. The training will enable the employee to increase his/her ability to perform the current job or a job he/she has been selected to fill; i.e., the training is job-related.
2. Funds are available to pay for the training without deferring or cancelling higher priority training commitments.
3. The course meets the needs of the employee and the organization as well as or better than other courses of its nature which may be available.
4. The training is not available through IRS-developed courses and it would be too costly for the Service to develop the course or program.
5. The course is not being taken for the sole purpose of obtaining a degree or an advanced degree.

Who determines whether the criteria for out-Service training have been met?

The first criterion is met when (a) the supervisor and the employee discuss his/her job requirements and determine that training is needed; (b) both mutually agree that a certain course or program will meet the predetermined need; and (c) the Division Director and/or Assistant Commissioner agree with this determination.

The National Office Human Resources Branch will assist you in applying the first criterion and will review each request to determine if the remaining criteria listed above have been met. If all the criteria have been met, the requested training will be approved and enrollment forms will be sent to the organization conducting the training.

How is out-Service training requested?

Out-Service training is requested by completing and obtaining approval of SF-182, "Request, Authorization, Agreement and Certification of Training," before a program or course starts.

The request should be submitted to PM:S:N:HR at least 2 weeks before any announced nomination deadline, but in no case, less than 2 weeks in advance of training. Without this lead time, the National Office Human Resources Branch may be unable to get a confirmed space in the classes. Any request not submitted to PM:S:N:HR before the first class session is attended will be returned. This is an unauthorized procurement and can only be ratified by the Assistant Secretary for Administration, Main Treasury.

Who pays for what?

Training funds are allocated yearly to each function, based on organizational requirements. Enrollment fees or tuition and costs for books are paid for by National Office Human Resources Branch out of these training funds.

Travel and per diem costs incurred in attending the course are paid from regular organizational travel funds.

When can employees attend such programs?

Employees may attend a job-related, Service-approved course either during or after duty-hours, depending on the nature of the program, when it will be conducted, and the supervisor's recommendation.

In certain cases, when an employee is taking training to improve skills which are not job-related, and the employee is bearing the cost of the training, he/she may make arrangements with the function to vary his/her working hours or work week.

Where can you get additional information?

College catalogues, brochures, etc., are available in the Out-Service Training Coordinator's office in Room G-039.

Reimbursement of Costs

Article 30, Section 4(C) of the National Agreement Between Internal Revenue Service and National Treasury Employees Union (Document 6647) states that employees who fail to satisfactorily complete out-Service training courses shall reimburse the IRS for all tuition and related expenses incurred by the Employer.

In this regard, the following procedures should be followed:

The employee should submit a written statement through his/her supervisor explaining the circumstances preventing the completion of training to PM:S:N:HR (along with copies 7 and 9 of SF-182) within one week of the last day of attending the training.

Once this paperwork has been received, a determination will be made whether or not the employee will be held responsible for the expenses incurred.

The National Office Human Resources Branch (PM:S:N:HR) will notify the employee of the decision. If the employee is liable for the expenses, PM:S:N:HR will notify the National Office Financial Operations Branch of the reimbursement action to be taken.

FILM LIBRARY

A Day in the Life of Bernie Rogers
A Discussion of FEORP
A Discussion of the Prevention of Sexual Harassment
A Perfectly Normal Day
A Tale of "O" on Being Different
A Team of Two
A-76 and the Role of Position Management
Actual Errors
After All, You're the Supervisor
All in a Day's Work
American Red Cross (Drive for African Relief)
An Executive Briefing
Assault, Threat of Assault and Harassment Training for RO's
Civil Service Reform (The First Step)
Civil Service Reform for IRS Managers and Executives
Commissioner's Report (Pt. 1)
Commissioner's Report (Pt. 2)
Communication: The Non-Verbal Agenda
Composite Show
Conference Technique
Conference Workshop
Counseling (Pre-Classroom)
Dealing With Informants
Delegating
Design for Tomorrow
Deskercise
Developing New Managers Seminars
Dimensions of Bargaining
Discussion of TCMP
Effective Writing for Executives
Examining Books and Records (Pt. 1)
Examining Books and Records (Pt. 2)
Exemptions
Fair Labor Standards Act (FLSA)
Federal Employees at the White House
Federal Tax Liens - Security Interest and Future Advances
FOCUS '86: Managing in an Automated Environment
Focused Selection Interviewing
Forfeiture Of Currency and Proceeds
Fraud Detection and Awareness
From IRP/ISEP to PERS
Future Possibilities - Data Hardware, Software and People (Pt. 1 & 2)
Getting Ahead - The Road to Self Development
How Not to Perform a Desk Audit
How to Appear on TV Without Embarassing Yourself
I Just Work Here
IDP - The System Works
If Japan Can, Why Can't We
If You Want It Done Right
Impasse Resolution
Implementing OMB Circular
Improving Organization Writing
Information Gathering
Interaction
Interaction: Group Functions
Interest/Divident Withholding
Interpersonnel Relations Training For Upward Mobility (Intro.)
  a. Could You Fire Someone
  b. Favorite Duties
  c. How to Say No
  d. No Follow-up Conference
  e. Second Thoughts
  f. Talking to Someone Else
  g. The Dependability Rating
  h. The Mexican-American Woman
  i. The Reluctant Suggestor
  j. The Trouble Maker
  k. Unfair Errors
  l. Why No Promotion
Interview Awareness for Women
Introduction to EEO
Introduction to Objectives
Introduction to Service Center Operations
IRS Automation Blue Print for the 80's
IRS SAM Send a Message
IRS Telephone Collection Techniques
Joint Committee Refund Cases
Labor Relations in IRS
Labor Relations Policy (A Renewed Interest)
Launching Civil Service Reform - The Merit Pay System
Learning Concept - Introduction to Personal Computers
Learning Theory
Learning to Think Like A Manager
Limiting the Conversation
Listening
Local Area Networks
Making Your Case

Managing Effectively in a Labor Management Environment
Managing Other People's Writing
Managing Stress
Meetings, Bloody Meetings
Modules for Excellence
Motivation: The Classic Concept
National Disclosure Examination Personnel
National Redeployment Guidelines
Network Architecture
Nuts and Bolts of Performance Appraisal
Operating the CDC-3500 Computer System
Oral Panel Interviewing
Orientation to Criminal Investigation
Orientation to FLETC
Performance Evaluation Counseling
Phil Donahue - Posse: Americans Rebelling Against the Government
Positive Models for Management Practices Course Case
Possible Causes for EEO Complaints
Possible Causes of Discrimination Complaints
Prevention of Sexual Harassment
Principles of Appraisal
Problem Identification
Quality Circle Process
Reporting Non-Tax Federal Criminal Violations
Resolving Conflict Through Counseling (Pt. 1)
Resolving Conflict Through Counseling (Pt. 2)
Running on Empty
Sentences
Service Center Areas of Emphasis
Service Center Processing of Individual 1040s
Special Emphasis Program Coordinator Catalyst for Action
Statistical Analysis and Program Evaluation
Statistics of Income
Stress - Personal Challenges
Subpart F and Tax Haven Activity
Super Women
Taxpayer Relations for Revenue Agents
Taxpayer Service Training Threats and Assaults
Telephone Skills
Thank You and Good Luck
The Appeals Conference
The Appeals Conference Negotiating
The Bargaining Process
The Decision Making Process
The Hispanic Employment Program
The Job of thr Tax Auditor
The National Managerial Test
The New Personnel Data Management System
The Oral Testimony
The Panel Interview
The Power Pinch
The Service Center
The Workplace Hustle
Thinking Made Visible
Time of Your Life
Trial Attorney Training
Trial Preparation and Presentation
Treasury Enforcement Communication System
Wellness Lifestyle
What Have You Done for Me Lately
Willfulness
Working Smarter-Optical Character Recognition
Workshop Briefing
Workshop Principles
You're Not Communicating
You're Not Listening

RESOURCE INFORMATION

NAME	PHONE	AREA OF RESPONSIBILITY
John Battle	566-6151	Associate Commissioner Policy and Management Commissioner's Office
Dolores Hatcher	566-3779	Interregional Training
Dennis Hawkins	566-3779	A/C Inspection CPE Writing Training
Sue Johnson	566-3931	Secretarial and Clerical Training Career Development Program Mgr.
Geneva Jones	566-3562	Career Development Ctr. Administrator
Mary Jones	566-9386	Out-Service Training Coordinator
Barbara Jordan	566-4015	Mini-Computer Training
Sandy Klewien	535-9898	
Greg Mayer	566-4015	Office Automation Program Mgr. Micro-Computer Training
Alice Pritchett	566-9386	Interregional Training Support
Carol Refkin	535-9426	Instructor Training EEO Training Productivity/Quality Circles
Barry Schafer	535-9427	A/C Returns and Information Processing DDC/NCC
Peggy Schultz	566-3779	A/C Collection A/C Examination A/C Criminal Investigation
Rich Thompson	535-9421	A/C Computer Services
Claudia Walne	566-3779	Management and Executive Trng. Service Wide Inspection Career Education Award Syracuse Maxwell Program LEGIS Program FEI, Brookings etc. Institute for Mgmt Studies
Jim Weaver	566-3779	A/C EP/EO
Michael Killebrew	566-9386	Training Support NOHRB
Haamid Nuriddin	566-9386	Training Support NOHRB
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*U.S. GOVERNMENT PRINTING OFFICE: 1986-155-997:50191